



2012



NORAD and USNORTHCOM Headquarters Sight Picture



WE HAVE THE WATCH!

Current as of 7 February 2012

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Welcome to Headquarters NORAD and USNORTHCOM!

The North American Aerospace Defense Command (NORAD) is a United States and Canada bi-national organization charged with the missions of aerospace warning, aerospace control, and maritime warning for North America. The warning mission includes the monitoring of man-made objects in space, and the detection, validation, and warning of attack against North America whether by aircraft, missiles, space vehicles, or maritime threats through mutual support arrangements with other commands.

U.S. Northern Command (USNORTHCOM) was established Oct. 1, 2002 to provide command and control of Department of Defense (DOD) homeland defense efforts and to coordinate defense support of civil authorities. USNORTHCOM defends America's homeland — protecting our people, national power, and freedom of action.

Headquarters NORAD and USNORTHCOM is located on Peterson AFB in El Paso County, on the East side of Colorado Springs off of U.S. Highway 24. Colorado Springs is the second largest city in the state, and the county has a population of nearly 600,000 people. The Colorado Springs area also hosts the United States Air Force Academy to the North, Cheyenne Mountain Air Force Station to the West, Fort Carson Army Post to the South, and Schriever AFB to the East.

Colorado Springs is sometimes referred to as the "nation's military space capital," and the city is clearly one of the premier military communities in our nation. Colorado Springs takes great care of the Soldiers, Sailors, Airmen, Marines, Coast Guardsmen and military families who proudly call this city their home. In fact, the relationship between the base and the city is excellent.

Whether you are a temporary visitor or a permanent resident, Colorado Springs has something for everyone. It is a world-class international community with breathtaking scenery, first-class accommodations, a variety of exciting attractions, a diverse selection of restaurants and cuisine, major shopping centers, and eclectic local businesses to make any family vacation or business trip an experience to remember.

Often ranked as one of the most fit cities in the United States, residents and visitors alike have virtually unlimited options when it comes to recreational and sporting activities. Hiking, mountain biking, running, rafting, boating, rock climbing, horseback riding, fishing, golfing and ballooning are some of the most popular activities that are enjoyed year-round in our temperate climate, and just up the road are some of the best snow skiing opportunities in the world. When it comes to magnificent scenery and natural beauty, Colorado Springs has it all. Situated along the majestic Front Range of the Rocky Mountains, Colorado Springs is home to the famous 14,110-foot Pikes Peak. These "purple mountain majesties" inspired Katharine Lee Bates to write "America the Beautiful" a century ago.

The city's altitude is 6,035 feet, and some newcomers experience slight fatigue at first. New arrivals should allow time for their bodies to adjust to the elevation. Summers can be hot and winters cold in

Colorado, but the dry climate is generally quite agreeable, whatever the season. The Colorado Springs Airport, which shares runways with Peterson AFB, serves eight airlines with more than 100 flights daily, offering non-stop service to 13 U.S. cities and easily connects to Denver International Airport.

Our unique combination of geography and climate make NORAD and USNORTHCOM an enviable assignment. But, the real strength of NORAD and USNORTHCOM is the men and women who work here, their energy, commitment and professionalism. Once again, welcome to Peterson AFB and best wishes from the men and women of NORAD and USNORTHCOM for a rewarding and enjoyable assignment. For more newcomer information, please go to the NORAD (www.norad.mil) or USNORTHCOM (www.northcom.mil) public web sites, and click on the “**NEWCOMERS**” link.



**NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND**



General Charles H. Jacoby, Jr.
Commander, NORAD and USNORTHCOM
250 Vandenberg Street, Suite B016
Peterson Air Force Base CO 80914-3801

OCT 20 2011

Dear Newly-Assigned Member of Headquarters NORAD and USNORTHCOM

It's my pleasure to welcome you to the NORAD and USNORTHCOM family. I'm confident of your success here, look forward to seeing your good work, and am eager to stand with you in defending our homelands and protecting our citizens. It is an honor and a privilege to be your commander.

NORAD and USNORTHCOM have no-fail missions. Our values, our products and our results must be of the highest standard. The governments of Canada and the United States have given us a sacred trust...and you'll help us earn that trust every day.


I truly believe in the power of Teamwork, Discipline, Accountability and Respect, which together generate trust. Your efforts in contributing to the accomplishment of our missions must include these tenets.

Respect for others is central to growing trust-based relationships with the scores of mission partners that NORAD and USNORTHCOM depend upon for mission success...often because they support us, and often because we're directed by the President or Secretary of Defense to provide military support to them. I need and expect your help in constant collaboration, not only with counterparts in other headquarters directorates here, but also with military and civilian mission partners elsewhere, and in the federal, state, local, international, NGO and private-sector domains. Always remember that a good headquarters listens to, empowers, resources, and mutually supports its component, subordinate and supporting commands.

Our people are our most important asset, and their health, morale, and welfare are important to me. As a valued member of our team, I expect you to comply with all standards e.g., fitness, dress, appearance, customs and courtesies enabling you to be a positive ambassador of NORAD and USNORTHCOM. Lastly, if you have any questions/issues concerning your move then please contact your sponsor ASAP; they are there to help!

If I can be helpful to you, I'm ready. Mission First, People Always.

Welcome!


CHARLES H. JACOBY, JR.
General, U. S. Army



**NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND**



Welcome to NORAD and USNORTHCOM. You are about to embark upon an incredible opportunity to grow in your career and experience things that are outside the scope of your individual service assignments. This experience will greatly enhance your perspective of the United States Armed Forces.

NORAD and USNORTHCOM have complementary missions and members of our headquarters staffs work together to fulfill our homeland defense responsibilities. The two Commands operate within a common security environment and share common values, understanding the urgency and importance of our duties in light of very real and present dangers.

The headquarters for NORAD and USNORTHCOM is located in Building 2 at Peterson Air Force Base. Within Building 2, the integrated command center enables both commands to combine land, air, space, missile warning, maritime and cyber domains. The integrated command center brings missions together in a way that creates synergy and improves our ability to generate situational awareness and respond to man-made and natural events in either Canada or the United States.

The constantly evolving threats to our nations require leaders from all levels who not only understand the joint world, but who can operate effectively in it. This book is designed to assist in your transition to NORAD and USNORTHCOM, educate you on ranks, titles, cultures of our sister services and Canadian Forces, and to familiarize you with the local area. Whether you're an officer, non-commissioned officer, junior enlisted, or civilian, this booklet has something for you.

The bi-national, joint flavor of our missions coupled with the unique combination of geography and climate found in Colorado Springs make NORAD and USNORTHCOM an enviable assignment. Our real strength lies in the energy, commitment, and professionalism of the men and women who work here. Again, welcome and best wishes from your teammates at NORAD and USNORTHCOM.


HOWARD N. THOMPSON
Major General, USAF
Chief of Staff

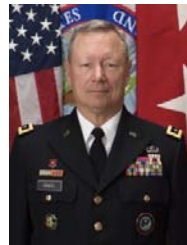
HEADQUARTERS SENIOR LEADERS



GEN Jacoby
COMMANDER



LGen Lawson
NORAD
DEPUTY COMMANDER



LTG Grass
USNORTHCOM
DEPUTY COMMANDER



Maj Gen Thompson
CHIEF OF STAFF



CSM Winzenried
COMMAND SENIOR ENLISTED LEADER



CSM Joyce
COMMANDANT



CMSgt Schwald
FIRST SERGEANT



Col Barlow - J1 Personnel and Manpower



MG Mahon - J5 Strategy, Policy and Plans



RDML Heimbigner - J2 Intelligence



COL Curry - J6 Command Control Systems



MGen Viens - J3 NORAD Operations



Mr. Bonnet - J7 Training and Exercises



MajGen Walsh - J3 USNORTHCOM Operations



Mr. Carpenter - J8 Requirements, Analysis and Resources



Brig Gen Dzialo - J4 Logistics and Engineering



CAPT Mourey - IC Interagency Coordination

Service Organization and Heritage

Canadian Forces



Canadian military tradition -- beliefs and behavior patterns -- seeks to improve professionalism and effectiveness, guided by the actions of those who went before. Tradition provides one means for past experience to set standards against which to measure future conduct. It has a practical purpose in an armed force: it sustains the will to win.

One strong influence on the Canadian Forces is our evolution to independent statehood within the British Commonwealth of Nations. The effects are still obvious in customs and routine, uniforms and drill, organization and many other matters. However, the modern Canadian Forces reflects the Canadian society which it serves, including its linguistic duality (English and French) and multi-cultural nature.

Cultural practices within the military - customs, dress, and insignia - reinforce organizational identity to build cohesion within our formations and units, and, thus, increase their operational effectiveness.

Leadership is the art of influencing others to do willingly what is required in order to achieve an aim or goal.

The concept of leadership is based on achieving the organizational goal while preserving the dignity of the serviceperson. Leadership skills must be flexible in technique and personal in application to motivate the subordinate, promote and maintain a high state of discipline, and develop an effective fighting force.

Canada's proud military history resulted from strong and effective leadership. The vast and rapid social and technological changes of the past two decades have impacted on today's approach to leadership training. The complexity of skills now required by the Forces to meet global commitments creates a definite challenge for leaders. In meeting this challenge, leaders must not overlook how the values and attitudes of the serviceperson have also been affected by these changes.

Unification of Canadian Military

"The March 1964 White Paper on Defense outlined a major restructuring of the separate services. The White Paper described a reorganization that would include the integration of operations, logistics support, personnel and administration of the separate services under a functional command system."

On February 1, 1968, *Bill C-243, The Canadian Forces Reorganization Act* became law and the Royal Canadian Navy (RCN), the Canadian Army and the Royal Canadian Air Force (RCAF) were combined into one service ;the Canadian Forces (CF).

The public position was that unification was undertaken by the government to achieve cost savings and provide improved command and control and integration of military forces.

The controversy over unification has lessened over the 40 year history of the Canadian Forces, however infrequent protests cropped up, largely in English Canada which sought to reestablish the historic names of the three military services. Reestablishment became a reality on August 16, 2011, when the Canadian government restored the historic identities of the three services.

Canada Command (CANADA COM)



CF-18A Fighter Jet

Canada Command is an operational element created January 31, 2006, to improve response time to domestic terrorism and natural disasters. It is responsible for the management of the army, navy, and air force to ensure national security, both in emergency and routine situations. Canada Command is analogous to and works closely with United States Northern Command as well as the United States Department of Homeland Security.

The Commander of Canada Command is currently Lieutenant-General Walter Semianiw. He reports directly to the Chief of the Defense Staff.

CANADA COM directs operations at home through six regional Joint Task Forces, with Joint Task Force North responsible for

activities previously carried out by Canadian Forces North Area.

Canadian Forces reserve force

The CF reserve force has four components:

- the Primary Reserve,
- the Supplementary Reserve,
- the Canadian Rangers,
- and the Cadet Instructors Cadre.

The reserve force is represented, though not commanded, at National Defense Headquarters (NDHQ) by the Chief of Reserves and Cadets, usually a Major General or Rear Admiral.

Primary Reserve



Reserve infantrymen train in urban operations
circa 2004

The primary reserve comprises citizen soldiers, sailors, and airmen who train and are posted to CF operations or duties on a casual or on-going basis. Each reserve force is operationally and administratively responsible to its corresponding environmental command with a Naval Reserve (NAVRES), Land Force Reserve (LFR) and Air Reserve. In addition there are two primary reserve forces that do not fall under an environmental command, these being the Communication Reserve (COMMRES) and the Health Services Reserve.

Reservists number approximately 23,000 (all ranks, all services). The CF maintains a "total force" policy as outlined in both the 1987 and 1994 Defense White Papers, where reservists are trained to the level of and interchangeable with their Regular Force counterparts. It would be difficult to overstate the importance of the reserves to sustaining CF operations, particularly following the defence budget cuts and increased operational tempo of the 1990s.

Supplementary Reserve

The supplementary reserve is part of the CF reserve and comprises a voluntary call-up list for trained former CF regular- and reserve-force personnel who can be considered for reactivation in the event of a national emergency.

Cadet Instructors Cadre

The Cadet Instructors Cadre (CIC) comprises those commissioned officers who are local instructors with the Royal Canadian Sea Cadets, Royal Canadian Army Cadets, and the Royal Canadian Air Cadets. The CIC is neither trained nor intended for operational deployment.

The Canadian Rangers

The Canadian Rangers are part of the CF reserve, provide surveillance and patrol services in Canada's Arctic and other remote areas, and are an essential component to Canada's exercise of sovereignty over its territory.

Uniforms

Uniforms of the Canadian Forces

Today the Canadian Forces (CF) remains a single service, but each member now belongs to one of three "elements": land, air or sea, each with its distinctive uniform. The element is usually determined by the individual member's trade: for example, a pilot is automatically in the air element. However, for non-specific or "purple" trades, such as

medical technician or military police, the element is assigned more or less at random. The element remains unchanged throughout the member's career, regardless of the member's unit or base.

Although each element (sea, land and air) wears distinctive uniforms, the CF as a whole has generally been reduced to four orders of dress: No. 1 Ceremonial Dress, No. 2 Mess Dress, No. 3 Service Dress, and No. 4 Operational Dress. No. 2 Mess Dress is generally not paid for through public funds. Generally speaking, Operational Dress is now the daily duty uniform across the CF unless Service Dress is prescribed (such as at National Defence Headquarters, on parades, at public events, etc); for occasions of greater formality or dignity, Service Dress can be modified to suit the occasion. Also, most army and some other units have a regimental dress for very specific occasions, such as the scarlet uniforms of the Royal Military College of Canada in Kingston.

Berets

The beret is still the most widely worn headgear, and is worn with almost all orders of dress with the exception of the more formal orders of Naval and Air Force dress (Ceremonial, Mess, and Service Dress). The colour of the beret is determined by the wearer's environment, branch, or mission, as follows:

Navy — Black ("navy blue")

All Army — Rifle Green (except as noted below)

Armored — Black

Airborne — Maroon

Military Police — Scarlet

Air Force — Air Force Blue

Search-and-Rescue Technicians —
Blaze Orange

Canadian Special Operations
Regiment — Tan

United Nations Missions — U.N. Blue

Multinational Force and Observers -
Terracotta

Soldiers in Highland, Scottish and Irish regiments generally wear alternate headdress, including the glengarry, balmoral, tam o'shanter and caubeen instead of the beret. Approximately 1/3 of the Infantry Regiments in the Canadian Forces are designated Scottish, Highland or Irish, not because of the ethnic composition of Canada (though certainly reflecting the strong Scottish communities in Canada) as much as the belief, at the time the Regiments were raised, that units wearing the kilt and boasting pipe bands would be easier to recruit for.

Service Organization and Heritage

United States Army



The central element, the Roman cuirass, is a symbol of strength and defense. The sword, esparton (a type of half-pike formerly used by subordinate officers), musket, bayonet, cannon, cannon balls, mortar, and mortar bombs are representative of Army implements. The drum and drumsticks are symbols of public notification of the Army's purpose and intent to serve the Nation and its people. The Phrygian cap (often called the Cap of Liberty) supported on the point of an unsheathed sword and the motto "This We'll Defend" on a scroll held by the rattlesnake is a symbol depicted on some American colonial flags and signifies the Army's constant readiness to defend and preserve the United States.

Organization

The United States Army is made up of three components: the active component, the Regular Army; and two reserve components, the Army National Guard and the Army Reserve. Both reserve components are primarily composed of part-time soldiers who train once a month, known as Battle Assembly or Unit Training Assemblies (UTAs), and conduct two to three weeks of annual training each year. Both the Regular Army and the Army Reserve are organized under Title 10 of the United States Code, while the National Guard is organized under Title 32. While the Army National Guard is organized, trained and equipped as a component of the U.S. Army, when it is not in federal service it is under the command of individual state's governors. However the National Guard can be federalized by presidential order and against the governor's wishes.

The U.S. Army is led by a civilian Secretary of the Army, who reports to the Secretary of Defense, and serves as civilian oversight for the U.S. Army Chief of Staff. The U.S. Army Chief of Staff is a member of the Joint Chiefs of Staff, a body composed of the service chiefs from each service who advise the President and Secretary of Defense on military matters under the guidance of the Chairman and Vice Chairman of the Joint Chiefs of Staff.

In 1986, the Goldwater-Nichols Act mandated that operational control of the services follows a chain of command from the President to the Secretary of Defense directly to the Unified Combatant Commanders, who have control of all armed forces units in their geographic or function area of responsibility. Thus, the chiefs of Staff of each service only have the responsibility to organize, train and equip their respective service component. The services provide trained forces to the Combatant Commanders for use as they see fit.



Soldiers from the 392nd Chemical Company, Little Rock, Arkansas, Army National Guard, work alongside Federal Emergency Management Agency Task Force 1 from Dayton, Ohio, to find simulated victims in the collapsed garage

There are five geographical commands which will line up with the five geographical Unified Combatant Commands.

United States Army Central
headquartered at Fort McPherson, Georgia

United States Army North
headquartered at Fort Sam Houston, Texas

United States Army South
headquartered at Fort Sam Houston, Texas

United States Army Europe
headquartered at Campbell Barracks,
Heidelberg, Germany

United States Army Pacific
headquartered at Fort Shafter, Hawaii

Each command will receive a numbered army as operational command, except in the case of U.S. Army Pacific, which will not receive one but will have a numbered army for U.S. Army forces in South Korea.

As part of the same transformation plan, the U.S. Army transitioned from being a division-based force to a brigade-based force. As a result, the active army increased its number of combat brigades and increases of a similar scale will have taken place in the National Guard and Reserve forces. Division lineage will be retained, but the divisional HQs will be able to command any brigades, not just brigades that carry their divisional lineage. The central part of this plan is that each brigade will be modular, i.e., all brigades of the same type will be exactly the same, and thus any brigade can be commanded by any division. There will be three major types of ground combat brigades:

Heavy brigades will have about 3,700 troops and be equivalent to a mechanized Infantry or Armor (tank) brigade.

Infantry brigades will have around 3,300 troops and be equivalent to a light infantry or airborne brigade.

Stryker brigades will have around 3,900 troops and be based around the Stryker family of vehicles.

In addition, there will be combat support and service support modular brigades. Additional Aviation brigades will be come in heavy and light varieties. Combat service support brigades include **Sustainment** brigades and

come in several varieties and serve the standard support role in an army.

Transformation of the United States Army

Most U.S. Army units can be operationally divided into the following components from largest to smallest:

Corps: Formerly consisted of two or more divisions and organic support brigades. Usually commanded by a Lieutenant General; 20,000-45,000 soldiers.

Division: Formerly consisted of three maneuver brigades, an artillery brigade, a division support command, an aviation brigade, an engineer brigade (in heavy divisions only) and other support assets. Until the Brigade Combat Team program was developed, the division was the smallest self-sufficient level of organization in the U.S. Army. Current divisions may command a flexible number of modular units, but generally will include four brigade combat teams and a combat aviation brigade. Usually commanded by a Major General; 10,000-15,000 soldiers.

Regiment: The Army, for the most part is no longer organized by Regiments. Rather, Battalions and Squadrons maintain Regimental Affiliations in that they are called (for example), 1st Battalion, 8th Infantry (Regiment is implied) and is written 1-8 Inf. In this case, there is no Regimental Commander and the Battalion is organized as part of a Brigade for combat. The exceptions are those units, such as Armored Cavalry Regiments which remain organized, and fight, as a Regiment and have a Regimental Commander. The written designation is easy to distinguish and commonly misused. A "/" separates levels of command. 1st Squadron, 3rd Armored Cavalry Regiment is written 1/3 ACR where as the 1st Battalion, 6th Field Artillery (again, Regiment is implied) is written 1-6 FA.

Brigade (or group): Composed of two or more battalions, and usually commanded by a Colonel, supported by a staff in a Headquarters and Headquarters Company. Since the Brigade Unit of Action program was initiated, maneuver brigades have transformed into brigade combat teams, generally consisting of two maneuver battalions, a cavalry squadron, a fires battalion, a special troops battalion (with engineers, signals, and military intelligence), and a support battalion. Stryker Brigade Combat Teams have a somewhat larger structure; 3,000-5,000 soldiers.

Battalion (or Cavalry Squadron): Composed of two to five companies or batteries and led by a Battalion/Squadron Commander, usually a Lieutenant Colonel supported by a staff in a Headquarters and Headquarters Company/Battery; 300-1,000 soldiers.

Company (or artillery battery/cavalry troop): Designated A thru C (plus HQ or support companies/batteries/troops) when in a 3 company/battery battalion or A thru D when organized in a 4 company/battery battalion. Regimental Troops are designated A thru T, depending on the number of Troops. The troops are then divided into their like Squadrons. Each company/battery/troop is composed of three to four platoons and led by a Company/Battery/Troop Commander, usually a Captain supported by a First Sergeant; 62-190 soldiers.

Platoon: Composed of two or more squads and led by a Platoon Leader, usually a Second Lieutenant supported by a platoon sergeant (Sergeant First Class); 32 soldiers.

Section: Usually directed by a Staff Sergeant who supplies guidance for junior NCO squad leaders. Often used with platoons at the company level.

Squad: Composed of two teams and is typically led by a Staff Sergeant; 9-10 soldiers.

Team: The smallest unit. A fire team consists of a team leader (usually a Sergeant, but may be a Corporal or Specialist), a rifleman, a grenadier, and an automatic rifleman. A sniper team consists of a sniper who takes the shot and a spotter who assists in targeting; 2-4 soldiers.

There are the four U.S. Army Special Skills Tabs that are authorized to wear on the left shoulder.

1. Ranger: The United States Army Rangers or simply Army Rangers are specialized, elite American light infantry and special operations troops. American Army Rangers predate the United States, tracing their heritage to the colonial era, most specifically Robert Rogers with his 28 rules of warfare which are still applicable today. While the modern 75th Ranger Regiment can only trace direct lineage back to World War II, ranger units were raised for the French and Indian Wars, the American Revolution (for both sides), and the American Civil War (for both sides).

2. Special Forces: These soldiers are identified by the distinct wear of the Green Beret. In 1961, President John F. Kennedy authorized them for use exclusively by the US Special Forces. Special Forces units are tasked with seven primary missions: unconventional warfare, foreign internal defense, special reconnaissance, direct action, counter-terrorism, counter-proliferation, psychological operations and information operations.

3. Sapper: A sapper, in the sense first used by the French military, was one who excavated trenches under defensive musket or artillery fire to advance a besieging army's position in relation to the works of an attacked

fortification, which was referred to as sapping the enemy fortifications. Called a *Combat Engineer* by the Americans, a *Pionier* by the Germans, a *Génie* by the French and a *Saper* by the Poles, a sapper may perform any of a variety of tasks under combat conditions. Such tasks typically include bridge-building, laying or clearing minefields, complex obstacle breaching and emplacement of field defenses, demolitions, building, road and airfield construction and repair. In other words, the sapper's tasks now involve facilitating movement of allied forces and impeding movement of the enemy's.

4. President's Hundred: Awarded to the 100 top-scoring military and civilian shooters in the President's Pistol and President's Rifle Matches. The National Rifle Association's (NRA) President's Match was instituted at the NRA matches of 1878, as the American Military Rifle Championship Match. It was patterned after an event for British Volunteers called the Queen's Match, a competition started by Queen Victoria in order to increase the ability of Britain's marksmen following the Crimean War, which the National Rifle Association of Great Britain initiated in 1860.

Heritage/Traditions

Army traditions are the things that everyone in the Army does, everywhere. Unit traditions are the unique things that you do in your unit that other units may or may not do. Some unit traditions are—

Soldiers of the Old Guard, the 3d Infantry, have been Sentinels of the Tomb of the Unknown Soldier since 1948. All but one company of the battalion are stationed at Ft. Myer, Virginia (Company 'A', the *Commander in Chief's Guard*, is stationed at nearby Ft. McNair, across the river in Southwest Washington, DC). The 1st Battalion, 3d U.S. Infantry Regiment (The Old Guard) is under the blanket of the Military District of Washington (MDW). The Old Guard has a twofold mission: a ceremonial mission and a combat mission, in which the regiment serves

as part of the National Capital Region's defense.

Airborne unit maroon beret. The maroon beret has been the international symbol of elite airborne forces since its selection for use by the airborne forces in World War II. This distinctive head dress was officially introduced in 1942, at the direction of General Frederick Browning, commander of the

British 1st Airborne Division "Where is the prince who can afford so to cover his country with troops for its defense, so that ten thousand men descending from the clouds might not, in many places, do an infinite deal of mischief before a force could be brought together to repel them?" -Benjamin Franklin, 1784.



Soldiers with Alpha Company, 4th Battalion, 118th Infantry Regiment carry a simulated wounded civilian to a hospital July 15, at Camp Atterbury, Indiana as part of Vibrant Response 10.2.

Service Organization and Heritage

United States Navy



On a circular background of fair sky and moderate sea with land in sinister base, a tri-mast square rigged ship under way before a fair breeze with after top-sail furled, commission pennant atop the foremast, National Ensign atop the main, and the commodore's flag atop the mizzen. In front of the ship a luce-type anchor inclined slightly bendwise with the crown resting on the land and, in front of the shank and in back of the dexter fluke, an American bald eagle rising to sinister regarding to dexter, one foot on the ground, the other resting on the anchor near the shank; all in proper colors. The whole within a blue annulet bearing the inscription "Department of the Navy" at the top and "United States of America" at the bottom, separated on each side by a mullet and within a rim in the form of a rope; inscription, rope, mullet, and edges of annulet all gold.

Organization

The Navy falls under the administration of the Department of the Navy, under civilian leadership of the Secretary of the Navy (SECNAV). The most senior naval officer is the Chief of Naval Operations (CNO), a four-star admiral who is immediately under and reports to the Secretary of the Navy. At the same time, the Chief of Naval Operations is one of the Joint Chiefs of Staff, which is the second-highest deliberatory body of the armed forces after the United States National Security Council, although it only plays an advisory role to the President and does not nominally form part of the chain of command. The Secretary of the Navy and Chief of Naval Operations are responsible for organizing, recruiting, training, and equipping the Navy so that it is ready for operation under the command of the Unified Combatant Commanders.

Operating forces

There are nine components to the operating forces of the U.S. Navy: Fleet Forces Command, Pacific Fleet, Naval Forces Central Command, Naval Forces Europe, Naval Network Warfare Command, Navy Reserve, Naval Special Warfare Command, Operational Test and Evaluation Forces, and Military Sealift Command. Fleets in the United States Navy take on the role of force provider; they do not carry out military operations independently, rather they train and maintain naval units that will subsequently be provided to the naval forces component of each Unified Combatant Command. While not widely publicized, groups of ships departing U.S. waters for operational missions gain a Task force type designation, almost always with the Second or Third Fleets. On entry into another numbered fleet's area of responsibility, they are redesignated as a task group from that fleet. For example, a carrier task group departing the Eastern Seaboard for the Mediterranean might start out as Task Group 20.1; on entry into the Mediterranean, it might become Task Group 60.1.

The United States Navy has six active numbered fleets — Third, Fourth, Fifth, Sixth, Seventh, and Tenth (Cyber) — that are each led by a three-star Vice Admiral and the Fourth fleet led by a Rear Admiral. These six fleets are further grouped under Fleet Forces Command (the former Atlantic Fleet), Pacific Fleet, Naval Forces Europe, and Naval Forces Central Command, whose commander also doubles as Commander Fifth Fleet. The First Fleet existed after the Second World War from 1947 at least, but it was re-designated Third Fleet in early 1973. In early 2008, the United States Navy reactivated the Fourth Fleet to control operations in the area controlled by Southern Command, which consists of US assets in and around Central and South America.

The United States Navy traces its origins to the Continental Navy, which was established during the American Revolutionary War and was disbanded shortly thereafter. The United States Constitution provided the legal basis for a seaborne military force by giving Congress the power "to provide and maintain a navy". Depredations against American shipping by Barbary Coast corsairs spurred Congress to employ this power by passing the Naval Act of 1794 ordering the construction and manning of six frigates. The U.S. Navy came into international prominence in the 20th century, especially during World War II. It was a part of the conflict from the onset of American military involvement—the attack on Pearl Harbor—to Japan's official surrender on the deck of the USS *Missouri*. In the subsequent Cold War, the U.S. Navy evolved into a nuclear deterrent and crisis response force while preparing for a possible global war with the Soviet Union.

Historically significant vessels



USS Constitution

The U.S. Navy has operated a number of vessels important to both United States and world naval history:

USS Constitution, nicknamed "Old Ironsides", is the only surviving vessel of the original six frigates authorized by Congress when they re-established the United States Navy in 1794. It served with distinction in the War of 1812 and is currently docked in Charlestown, Massachusetts, as the oldest commissioned warship *afloat*.

USS Monitor and **CSS Virginia** are together known for participating in the first engagement between two steam-powered ironclads, known as the Battle of Hampton Roads. *USS Monitor* was the first ironclad built by the U.S. Navy and its design introduced the rotating gun turret to naval warfare.

USS Alligator was the first submarine built by the U.S. Navy. The submarine sank in 1863 while being towed during a storm and never saw combat.

USS Enterprise (CV-6), a *Yorktown*-class aircraft carrier, was the most decorated U.S. warship in World War II, earning 20 battle stars. She was the only ship outside of the British Royal Navy to earn the Admiralty Pennant, the highest award of the British, in the more than 400 years since its creation.



USS Nautilus

USS Nautilus (SSN571), a submarine commissioned in 1954, was the first world's nuclear-powered ship. It demonstrated its capabilities by traveling 62,562 miles (100,684 km), more than half of which was submerged, in two years before having to refuel while breaking the record for longest submerged voyage, as well as being the first submarine to transit submerged under the North Pole in 1958.^[41]

USS *Skate* (SSN578), a nuclear-powered submarine commissioned in 1957, was the first ship to physically reach the North Pole when she surfaced there in 1958.

USS *Triton* (SSRN586), a nuclear-powered submarine commissioned in 1959, made the first submerged circumnavigation of the world during its shakedown cruise in 1960, as well as being the only non-Soviet submarine to be powered by two nuclear reactors.

USS *Long Beach* (CGN9) was the first nuclear-powered *surface* warship in the world when she was commissioned in 1961 and signaled a new era of United States naval weaponry by being the first large ship in the Navy to have guided missiles as its main battery.

USS *Enterprise* (CVN65) was the world's first nuclear-powered aircraft carrier when she was commissioned

U.S Navy Uniforms

1. The United States Navy Uniforms

- Navy Working Uniform (NWU) - blue digital camouflage, daily wear
- Service Dress Whites - Class A uniform
- Mess Dress White - Formal Occasions (balls) summer
- Service Dress Blues - Class A uniform
- Mess Dress Blues - Formal Occasions (balls) winter
- Flight Suits - in a flying status
- Service Khaki - E7 and above working uniform
- Service Uniform - E6 and below working uniform, khaki shirt with black pants

Heritage

Boatswain's Pipe or Bosun's Pipe

Origin of the Boatswain's Pipe

The use of the Boatswain's pipe is almost lost in antiquity, but we know that the ancient galley slaves of Greece and Rome kept stroke by the flute or whistle.

The Pipe or Call was originally used as a badge of rank also and as such was worn by the Lord High Admiral of the Royal Navy and was known as the Whistle of Honor. It was made of gold and suspended from the neck by a gold chain.

These officers also carried a Whistle of Command, which was of silver, and was used for passing orders and blown as a salute to certain personages. It was enjoined that it should be blown on these occasions —three several times.

The first time it can be found being used to actually to pass an order was during the Crusade of 1248, when the Cross-bowmen were piped to come on deck and engage the enemy.

The present form of the bosun's pipe is actually a facsimile of that taken from the body of the infamous pirate *Andrew Barton* by *Admiral Lord Howard*.

At times the whistle seems to have been a somewhat weighty instrument. It is believed that it was Henry VIII who laid down the names of the parts of the whistle, and the weight of the Whistle of Honor was put at 12"Oons" or ounces of gold, while the chain was to be of a certain value of golden ducats."

Boatswain's Pipe in the U.S. Navy

The boatswain's pipe (originally termed a *call*) dates back to the days of sail. It had definite practical uses in those days, many of which have now ceased to exist. Men high on the royal and top gallant yards could hear the pipe under weather conditions that would cause the human voice to be inaudible or unintelligible.

Although the days of sail are gone, the boatswain's pipe is still very much a part of the Navy. Since the pipe or call is a device distinctive to the sea and particularly to the Boatswain's Mate rating, all the Boatswain's Mates should take special pride in knowing how to use it correctly and effectively. The use of the call implies the right to pass and to issue orders, and thus it continues a symbol of authority.

Service Organization and Heritage

United States Marine Corps



The **United States Marine Corps (USMC)** The emblem consists of an eagle clenching the Marine Corps motto in its beak, the globe (Western Hemisphere), and the anchor. This emblem was designed to depict the Marines as both American and maritime.

- a. The globe and anchor signify the worldwide service and sea traditions.
- b. The spread eagle represents the nation itself.
- c. The ribbon held in the Eagles beak reads "*Semper Fidelis*". The motto, "*Semper Fidelis*", is Latin for Always Faithful.
- d. The emblem was adopted from the British (Royal) Marines and was modified by Brigadier General Jacob Zeilin in 1868.

Originally organized as the Continental Marines in 1775 as naval infantry, the Marine Corps would evolve its mission with changing military doctrine and American foreign policy. Owing to the availability of Marines at sea, the Marine Corps has served in every American armed conflict going

back to the Revolutionary War. It attained prominence in the 20th century when its theories and practice of amphibious warfare proved prescient, and ultimately formed a cornerstone of the Pacific campaign of World War II. Its ability to rapidly respond to regional crises continues to make it an important body in the implementation and execution of American foreign policy.

Organization

The Department of the Navy, led by the Secretary of the Navy (SECNAV), oversees both the Marine Corps and the Navy. The most senior Marine officer is the Commandant of the Marine Corps, responsible for organizing, recruiting, training, and equipping the Marine Corps so that it is ready for operation under the command of the Unified Combatant Commanders. The Marine Corps is organized into four principal subdivisions: Headquarters Marine Corps (HQMC), the Operating Forces, the Supporting Establishment, and the Marine Forces Reserve (MARFORRES or USMCR).

The Operating Forces are further subdivided into three categories: Marine Corps Forces (MARFOR) assigned to unified commands, Marine Corps Security Forces guarding high-risk naval installations, and Marine Corps Security Guard detachments at American embassies. Under the "Forces for Unified Commands" memo, Marine Corps Forces are assigned to each of the regional unified commands at the discretion of the Secretary of Defense with the approval of the President. Since 1991, the Marine Corps has maintained component headquarters at each of the regional unified combatant commands.^[51] Marine Corps Forces are further divided into Marine Forces Command (MARFORCOM) and Marine Forces Pacific (MARFORPAC), each headed by a Lieutenant General. MARFORCOM has operational control of the II Marine Expeditionary Force; MARFORPAC has operational control of the I Marine Expeditionary Force and III Marine Expeditionary Force.^[20] The Supporting Establishment includes Marine Corps Combat Development Command (MCCDC), Marine Corps Recruit

Depots, Marine Corps Logistics Command, Marine bases and air stations, Recruiting Command, and the Marine Band.

Marine Expeditionary Force (MEF): The MEF is the principal war fighting element in the active force structure of the Marine Corps and is usually commanded by a lieutenant general. The size and composition of a deployed MEF varies depending on the needs of the mission.

Marine Division: There are three Marine divisions in the active force and one in the reserve. It is the largest Marine ground combat organization of a MEF and is usually commanded by a major-general.

Marine Expeditionary Brigade (MEB): A MEB, usually led by a brigadier general, is built around a reinforced infantry regiment, an aircraft group and a Service Support Group. Capable of rapid deployment and employment via amphibious or airlift methods, it is the first echelon of a Marine Expeditionary Force.

Marine Expeditionary Unit (MEU): The smallest task force unit, the MEU has approximately 2,200 personnel and is built around a reinforced infantry battalion, a composite aircraft squadron and a support group. It is commanded by a colonel and is routinely deployed with an Amphibious Ready Group. The ground element of a MEU is a Battalion Landing Team (BLT), comprised of a reinforced infantry battalion of approximately 1,200 Marines, including three Rifle Companies. The aviation unit of a MEU is a reinforced medium helicopter squadron.

Marine Air Wing (MAW): The largest Marine aviation organization of the MEF, each MAW has a unique organizational

structure and is commanded by a brigadier general.

Marine Aircraft Group (MAG): Similar to an Air Force Wing and commanded by a colonel, a MAG is the smallest aviation unit that is designed for independent operations.

Operating forces

While the Marine Corps does not employ any unique combat arms, as a force it has the unique ability to rapidly deploy a combined-arms task force to almost anywhere in the world within days. The basic structure for all deployed units is a Marine Air-Ground Task Force (MAGTF) that integrates a ground combat element, an aviation combat element, and a logistics combat element combat component under a common command element. While the creation of joint commands under the Goldwater-Nichols Act has improved inter-service coordination between the U.S. military services, the Corps' ability to permanently maintain integrated multi-element task forces under a single command provides a smoother implementation of combined-arms warfare principles.^[5]

The close integration of disparate Marine units stems from an organizational culture centered around the infantry. Every other Marine capability exists to support the infantry. Unlike some Western militaries, the Corps remained conservative against theories proclaiming the ability of new weapons to win wars independently. For example, Marine Aviation has always been focused on close air support and has remained largely uninfluenced by air power theories proclaiming that strategic bombing can single-handedly win wars.

This focus on the infantry is matched with the doctrine that "Every Marine is a rifleman," a focus of Commandant Alfred M. Gray, Jr., emphasizing the infantry combat abilities of every Marine. All enlisted Marines, regardless of military specialization, receive training as a

rifleman; all officers receive training as infantry platoon commanders. The value of this culture has been demonstrated many times throughout history. For example, at Wake Island, when all of the Marine aircraft were shot down, pilots continued the fight as ground officers, leading supply clerks and cooks in a final defensive effort. As a result, a large degree of initiative and autonomy is expected of junior Marines, particularly the NCOs, (corporals and sergeants), as compared with many other military organizations. The Marine Corps emphasizes authority and responsibility downward to a greater degree than the other military services. Flexibility of execution is implemented via an emphasis on "commander's intent" as a guiding principle for carrying out orders; specifying the end state but leaving open the method of execution.

The amphibious assault techniques developed for World War II evolved, with the addition of air assault and maneuver warfare doctrine, into the current "Operational Maneuver from the Sea" doctrine of power projection from the seas.^[2] The Marines are credited with the development of helicopter insertion doctrine and were the earliest in the American military to widely adopt maneuver-warfare principles, which emphasize low-level initiative and flexible execution.

The U.S. Marine Corps relies on the U.S. Navy for sealift to provide its rapid deployment capabilities. In addition to basing a third of the Marine Corps Operating Forces in Japan, Marine Expeditionary Units (MEU) are typically stationed at sea. This allows the ability to function as first responders to international incidents. The U.S. Army now maintains light infantry units capable of rapid worldwide deployment, but those units do not match the combined-arms integration of a MAGTF, and lack the logistics that the Navy provides.^[5] For this reason, the Marine Corps is often assigned to non-combat missions such as the evacuation of Americans from unstable countries and humanitarian relief of natural

disasters. In larger conflicts, Marines act as a stopgap, to get into and hold an area until larger units can be mobilized. The Corps performed this role in World War I, and the Korean War, where Marines were the first significant combat units deployed from the United States and held the line until the country could mobilize for war.

Infantry weapons

The basic infantry weapon of the U.S. Marine Corps is the M16 assault rifle family, with a majority of Marines being equipped with the M16A2 or M16A4 service rifles, or more recently the M4 carbine—a compact variant. Suppressive fire is provided by the M249 SAW and M240G machine guns, at the squad and company levels respectively. In addition, indirect fire is provided by the M203 grenade launcher in fire teams, M224 60 mm mortar in companies, and M252 81 mm mortar in battalions. The M2 .50 caliber heavy machine gun and MK19 automatic grenade launcher (40 mm) are available for use by dismounted infantry, though they are more commonly vehicle-mounted. Precision fire is provided by the USMC Designated Marksman Rifle (DMR) and M40A3 sniper rifle.

The Marine Corps utilizes a variety of direct-fire rockets and missiles to provide infantry with an offensive and defensive anti-armor capability. The SMAW and AT4 are unguided rockets that can destroy armor and fixed defenses (e.g. bunkers) at ranges up to 500 meters. The Predator SRAW, FGM-148 *Javelin* and BGM-71 TOW are anti-tank guided missiles. The *Javelin* can utilize top-attack profiles to avoid heavy frontal armor. The Predator is a short-range fire-and-forget weapon; the *Javelin* and TOW are heavier missiles effective past 2,000 meters that give infantry an offensive capability against armor.

Ground vehicles



The Corps operates the same High Mobility Multipurpose Wheeled Vehicle (HMMWV) and M1A1 Abrams, as does the U.S. Army. However, for its specific needs, the Corps uses

a number of unique vehicles. The LAV 25 is a dedicated wheeled armored personnel carrier used to provide strategic mobility.

Amphibious capability is provided by the AAV-7A1 Amphibious Assault Vehicle, an armored tractor that doubles as an armored personnel carrier, due to be replaced by the Expeditionary Fighting Vehicle, a faster tractor with superior armor and weaponry. The threat of land mines and improvised explosive devices in Iraq and Afghanistan has also seen the Corps begin purchasing heavy armored vehicles that can better withstand the effects of these weapons as part of the Mine Resistant Ambush Protected vehicle program. The Marine Corps has ordered 1960 MRAP vehicles, hoping to use them to replace all HMMWVs on patrols in Iraq.

Prior to 2005, the Marines operated exclusively tube artillery—the M198 155 mm howitzer, now being replaced by the M777 155 mm howitzer. However, the Corps has expanded its artillery composition to include the High Mobility Artillery rocket system (HIMARS), a truck-mounted rocket artillery system. Both are capable of firing guided munitions.

Aircraft



MV-22 Osprey

The organic aviation capability of the Marine Corps is essential to its mission. The Corps operates both rotary-wing and fixed-wing aircraft mainly to provide assault support and close air support to its ground forces. However, other aircraft types are also used in a variety of support and special-purpose roles.

The light-attack and light transport capabilities are provided by AH-1W SuperCobras and UH-1N Hueys, slated to be replaced by the AH-1Z Viper and the UH-1Y Venom. Medium-lift squadrons fly the CH-46E Sea Knight and CH-53D Sea Stallion helicopters, in the process of converting to the V-22 Osprey, a tilt-rotor aircraft with superior range and speed. Heavy-lift come from the CH-53E Super Stallion helicopter, eventually to be replaced with the upgraded CH-53K.

Marine attack squadrons (VMA) fly the AV-8B Harrier II; while Marine Fighter-Attack (VMFA) and Marine (All Weather) Fighter-Attack (VMFA (AW)) squadrons, respectively fly the single-seat and dual-seat versions of the F/A-18 Hornet strike-fighter aircraft. The AV-8B is a VTOL aircraft that can operate from amphibious assault ships, land air bases and short, expeditionary airfields, while the F/A-18 can only be flown from land or aircraft carriers. Both are slated to be replaced by the STOVL B version of the F-35 Lightning II.

In addition, the Corps operates its own organic aerial refueling and electronic warfare (EW) assets in the form of the KC-130 Hercules and EA-6B Prowler. The Hercules doubles as a ground refueler and tactical-airlift transport aircraft. The Prowler is the only active tactical electronic warfare aircraft left in the U.S. inventory, and has been labeled a "national asset"; frequently borrowed along with Navy Prowlers and EA-18G Growlers to assist in any American combat action since the retirement of the US Air Force's own EW aircraft.

The Marines also operate unmanned aerial vehicles: the RQ-7 Shadow and Scan Eagle for tactical reconnaissance

Marine Fighter Training Squadron 401 (VMFT-401), operates F-5E, F-5F and F-5N Tiger II aircraft in support of air combat adversary (aggressor) training. Marine Helicopter Squadron One (HMX-1) operates the VH-3D Sea King and VH-60N Nighthawk

helicopters in the VIP transport role, most notably Marine One. A single Marine Corps C-130 Hercules aircraft "Fat Albert" is used to support the US Navy's flight demonstration team, the "Blue Angels".

Heritage

Significance of the Marine Corps Uniform Items:

Scarlet Trouser Stripe (Blood Stripe). Officers and noncommissioned officers have intermittently worn scarlet stripes on dress trousers ever since the early days of the Marine Corps. It is said that the right to wear scarlet stripes was conferred on the Marine Corps after the battle of Chapultepec, during the Mexican War, in honor of Marines killed or wounded during the action. Actually, the initial uniform trousers issued after the reconstitution of the Marine Corps, in 1798, had scarlet piping.

Officers Sword (Mameluke Sword). The sword carried by officers of the Marine Corps has a history that is nearly as old as the Marine Corps itself. Its design is unique in the American services. Today, it stands as the single weapon of the longest continuous use in American arms. Officially prescribed in 1862, this sword has a distinctive Mameluke hilt that was first introduced by Marine Officers stationed aboard ships of the Mediterranean squadron during the Barbary Wars, 1801-1807. The sword of the Mamelukes had a curved similar blade and a uniquely shaped handle that is now especially identified with the U.S. Marines.

NCO Sword. Noncommissioned officers of the Marine Corps are the only NCO's in any branch of the regular United States Armed Forces who still have the privilege of carrying swords. In addition, they have the unique position of being the only NCOs authorized to carry what is basically a commissioned officer's weapon. The sword is the

personification of the military tradition and has been entrusted to those most responsible for maintaining it. Except for the famous Mameluke hilt sword of the Marine commissioned officers, the Marine NCO sword rates as the oldest U.S. weapon used. While its use is now limited by regulations to ceremonial occasions, the sword still represents “esprit de corps”.

The Marines' Hymn dates back to the 19th century and is the oldest official song in the U.S. Armed Forces. It embraces some of the most important battles the Corps had been in to that time (Chapultepec & Derna), and (informal) additional verses were created to honor later events.

The Marine Corps Birthday is celebrated every year on the 10th of November. The celebrations were formalized by Commandant Lemuel C. Shepherd in 1952, outlining the cake ceremony, which would enter the Marine Drill Manual in 1956. By tradition, the first slice of cake is given to the oldest Marine present, who in turn hands it off to the youngest Marine present. This symbolizes the old and experienced Marines passing their knowledge to the new generation of Marines. The celebration also includes a reading of Marine Corps Order 47, Commandant Lejeune's Birthday Message.

Service Organization and Heritage

United States Coast Guard



The central device of the seal is based on the emblem of the United States Coast Guard which was approved and officially authorized by the Secretary of the Treasury the Honorable Andrew W. Mellon, under President Calvin Coolidge on February 27, 1927. The origin and history of adoption of the motto, "*Semper Paratus*" which is Latin for Always Ready, is clothed in much mystery to this day. The origin goes far back probably into the 18th century of the service. The motto seems to have been so associated and indicative of the character of the Coast Guard, that it was quite naturally included in the seal and emblem.

The design of the seal was approved by the President of the United States by Executive Order 10707 dated May 6, 1957.

Although the Posse Comitatus Act applies only to the Army and Air Force, Department of Defense rules effectively require the Navy and Marine Corps to act as if Posse Comitatus did apply, preventing them from enforcing the law. The United States Coast Guard fulfills this role in naval operations. It provides Law Enforcement Detachments (LEDETs) to Navy vessels, where they perform arrests and other law enforcement duties during Navy boarding and interdiction missions. In times of war, or when directed by the President, the Coast Guard operates as a service in the Navy and is subject to the orders of the Secretary of the Navy until it is transferred back to the Department of Homeland Security. [21] At other times, Coast Guard Port Security Units are sent overseas to guard the security of ports and other assets. The Coast Guard also jointly staffs the Navy's Naval Coastal Warfare Groups and Squadrons (the latter of which were known as Harbor Defense Commands until late-2004), which oversee defense efforts in foreign littoral combat and inshore areas.

Description

The Coast Guard, in its literature, describes itself as "a military, maritime, multi-mission service within the Department of Homeland Security dedicated to protecting the safety and security of America."

In addition, the Coast Guard has separate legal authority than the other four armed services. The Coast Guard operates under Title 10 of the United States Code and its other organic authorities, e.g., Titles 6, 14, 19, 33, 46, etc., simultaneously. Because of its legal authority, the Coast Guard can conduct military operations under the Department of Defense or directly for the President in accordance with 14 USC 1-3.

Role

The United States Coast Guard has a broad and important role in maritime homeland security, maritime law enforcement (MLE), search and rescue (SAR), marine environmental protection (MEP), and the maintenance of river, intracoastal

and offshore aids to navigation (ATON). Founded by Alexander Hamilton as the Revenue Cutter Service on August 4, 1790, it lays claim to being the United States' oldest continuous seagoing service. As of October 2011, the Coast Guard had approximately 49,000 men and women on active duty, 8,100 reservists, 7,000 full time civilian employees and 31,000 Auxiliarists.



While most military services are either at war or training for war, the Coast Guard is deployed every day. With a decentralized organization and much responsibility placed on even the most junior personnel, the Coast Guard is frequently lauded for its quick responsiveness and adaptability in a broad range of emergencies. In a 2005 article in TIME Magazine following Hurricane Katrina, the author wrote, "the Coast Guard's most valuable contribution to [a military effort when catastrophe hits] may be as a model of flexibility, and most of all, spirit." Wil Milam, a rescue swimmer from Alaska told the magazine, "In the Navy, it was all about the mission. Practicing for war, training for war. In the Coast Guard, it was, take care of our people and the mission will take care of itself." [3] The Coast Guard's motto is "*Semper Paratus*", meaning "Always Ready". The service has participated in every U.S. conflict from 1790 through to today, including landing US troops on D-Day and on the Pacific Islands in World War II, in extensive patrols and shore bombardment during the Vietnam War, and multiple roles in Operation Iraqi Freedom. Maritime interception operations, coastal security, transportation security, and law enforcement detachments are its major roles in Iraq.

The formal name for a member of the Coast Guard is "Coast Guardsman", irrespective of gender. An informal name is "Coastie." "Team Coast Guard" refers to the three branches of the Coast Guard as a whole: Active Duty, Reservists, Civilians and the Auxiliary.

Search and Rescue

Search and Rescue (SAR) is one of the Coast Guard's oldest missions. The *National Search and Rescue Plan*^[4] designates the United States Coast Guard as the federal agency responsible for



maritime SAR operations, and the United States Air Force as the federal agency responsible for inland SAR. Both agencies maintain *Rescue Coordination Centers* to coordinate this effort, and have responsibility for both military and civilian search and rescue.

National Response Center

Operated by the U.S. Coast Guard, the National Response Center (NRC) is the sole U.S. Government point of contact for reporting environmental spills, contamination, and pollution

The primary function of the National Response Center (NRC) is to serve as the sole national point of contact for reporting all oil, chemical, radiological, biological, and etiological discharges into the environment anywhere in the United States and its territories. In addition to gathering and distributing spill data for Federal On-Scene Coordinators and serving as the communications and operations center for the National Response Team, the NRC maintains agreements with a variety of federal entities to make additional notifications regarding incidents meeting established trigger criteria. The NRC also takes Terrorist/Suspicious Activity Reports and Maritime Security Breach Reports. Details on the NRC organization and specific responsibilities can

be found in the National Oil and Hazardous Substances Pollution Contingency Plan.

Authority as an armed service

The five uniformed services that make up the Armed Forces are defined in title 10 U.S.C. 101 (a) (4):

“The term “armed forces” means the Army, Navy, Air Force, Marine Corps, and Coast Guard”.

The Coast Guard is further defined by title 14 U.S.C. 1:

“The Coast Guard as established January 28, 1915, shall be a military service and a branch of the armed forces of the United States at all times. The Coast Guard shall be a service in the Department of Homeland Security, except when operating as a service of the Navy”.

Coast Guard organization and operation is as set forth in Title 33 of the Code of Federal Regulations.

On February 25, 2003, the Coast Guard was placed under the Department of Homeland Security. The Coast Guard reports directly to the Secretary of Homeland Security. However, under title 14 U.S.C. § 3 as amended by section 211 of the Coast Guard and Maritime Transportation Act of 2006, upon the declaration of war and when Congress so directs in the declaration, or when the President directs, the Coast Guard operates under the Department of Defense as a service in the Department of the Navy. Title 14 U.S.C. § 2 authorizes the Coast Guard to enforce federal law. Further, the Coast Guard is exempt from and not subject to the restrictions of the Posse Comitatus Act which restrict the law enforcement activities of the other four military services within United States territory.

On October 17, 2007, the Coast Guard joined with the U.S. Navy and U.S. Marine Corps to adopt a new maritime strategy called *A Cooperative Strategy for 21st Century Sea power* that raised the notion of prevention of war to the same philosophical level as the conduct of war. This

new strategy charted a course for the Navy, Coast Guard and Marine Corps to work collectively with each other and international partners to prevent regional crises, manmade or natural, from occurring or reacting quickly should one occur to avoid negative impacts to the United States. During the launch of the new U.S. maritime strategy at the International Sea power Symposium at the U.S. Naval War College, 2007, Coast Guard Commandant Admiral Thad Allen said the new maritime strategy reinforced the time-honored missions the service carried out in this U.S. since 1790. "It reinforces the Coast Guard maritime strategy of safety, security and stewardship, and it reflects not only the global reach of our maritime services but the need to integrate and synchronize and act with our coalition and international partners to not only win wars ... but to prevent wars," Allen said.

Authority as a law enforcement agency

Title 14 U.S.C. § 89 is the principal source of Coast Guard enforcement authority.

Title 14 U.S.C. § 143 and Title 19 U.S.C. § 1401 empower US Coast Guard Active and Reserves members as customs officers. This places them under Title 19 U.S.C. § 1589a, which grants customs officers general law enforcement authority, including the authority to:

- (1) carry a firearm;
- (2) execute and serve any order, warrant, subpoena, summons, or other process issued under the authority of the United States;
- (3) make an arrest without a warrant for any offense against the United States committed in the

officer's presence or for a felony, cognizable under the laws of the United States committed outside the officer's presence if the officer has reasonable grounds to believe that the person to be arrested has committed or is committing a felony; and (4) perform any other law enforcement duty that the Secretary of Homeland Security may designate.

The U.S. Government Accountability Office Report to the House of Representatives, Committee on the Judiciary on its 2006 Survey of Federal Civilian Law Enforcement Functions and Authorities identified the U.S. Coast Guard as one of 104 federal components employed which employed law enforcement officers. The Report also included a summary table of the authorities of the U.S. Coast Guard's 192 special agents and 3,780 maritime law enforcement boarding officers.

Coast Guardsmen have the legal authority to carry their service-issued firearms on and off base, thus giving them greater flexibility when being called to service. This is not always done, however, in practice; at many Coast Guard stations, commanders prefer to have all service-issued weapons in armories. Still, one court has held that Coast Guard boarding officers are qualified law enforcement officers authorized to carry personal firearms off-duty for self-defense.

As members of a military service, Coast Guardsmen on active and reserve service are subject to the Uniform Code of Military Justice and receive the same pay and allowances as members of the same pay grades in the other uniformed services.

Service Organization and Heritage

United States Air Force



The official Air Force colors of ultramarine blue and Air Force yellow are reflected in the Air Force Seal; the circular background is ultramarine blue, and the trim is Air Force yellow. The 13 white stars represent the original 13 colonies. The Air Force yellow numerals under the shield stand for 1947, the year the Department of the Air Force was established. The band encircling the whole design is white edged in Air Force yellow with black lettering reading Department of the Air Force on the top and United States of America on the bottom. Centered on the circular background is the Air Force coat of arms, consisting of the crest and shield.

The crest consists of the eagle, wreath, and cloud form. The American bald eagle symbolizes the United States and its air power, and appears in its natural colors. The wreath under the eagle is made up of six alternate folds of metal (white, representing silver) and light blue. This repeats the metal and color used in the shield. The white clouds behind the eagle show the start of a new sky.

The shield, directly below the eagle and wreath, is divided horizontally into two parts by a nebular line representing clouds. The top part bears an Air Force yellow thunderbolt with flames in natural color that shows striking power through the use of air and space. The thunderbolt consists of an Air Force yellow vertical twist with three natural color flames on each end crossing a pair of horizontal wings with eight lightning bolts. The background of the top part is light blue representing the sky. The lower part is white representing metal silver.

Organization

World War II had been over for two years and the Korean War lay three years ahead when the Air Force ended a 40-year association with the U.S. Army to become a separate service. The U.S. Air Force thus entered a new era in which airpower became firmly established as a major element of the nation's defense and one of its chief hopes for deterring war.

The Department of the Air Force was created when President Harry S Truman signed the National Security Act of 1947. It became effective Sept. 18, 1947, when Chief Justice Fred M. Vinson administered the oath of office to the first secretary of the Air Force, W. Stuart Symington, a position filled by presidential appointment.

The nine major commands, 35 field operating agencies, four direct reporting units and their subordinate elements constitute the field organization that carries out the Air Force mission. In addition, there are two Reserve components, the Air Force Reserve, which is also a major command, and the Air National Guard.

Major commands are organized on a functional basis in the United States and a geographic basis overseas. They accomplish designated phases of Air Force worldwide activities. Also, they organize, administer, equip and train their subordinate elements for the accomplishment of assigned missions. Major commands generally are assigned specific responsibilities based on functions. In descending order of command, elements of major commands include numbered air forces, wings, groups, squadrons and flights.

The basic unit for generating and employing combat capability is the wing, which has always been the Air Forces prime war-fighting instrument. Composite wings operate more than one kind of aircraft, and may be configured as self-contained units designated for quick air intervention anywhere in the world. Other wings continue to operate a single aircraft type ready to join air campaigns anywhere they are needed. Air base and specialized mission wings such as training, intelligence and test also support the Air Force mission. Within the wing, operations, logistics and support groups are the cornerstones of the organization.

Field operating agencies and direct reporting units are other Air Force subdivisions and report directly to Headquarters U.S. Air Force. They are assigned a specialized mission that is restricted in scope when compared to the mission of a major command. Field operating agencies carry out field activities under the operational control of a Headquarters U.S. Air Force functional manager. Direct reporting units are not under the operational control of a Headquarters U.S. Air Force functional manager because of a unique mission, legal requirements or other factors.

Major Commands

Air Combat Command, Langley AFB, Virginia

Air Education and Training Command, Randolph AFB, Texas

Air Force Global Strike Command, Barksdale AFB, Louisiana

Air Force Materiel Command, Wright-Patterson AFB, Ohio

Air Force Reserve Command, Robins AFB, Georgia

Air Force Space Command, Peterson AFB, Colorado































Air Force Special Operations Command, Hurlburt Field, Florida
















Air Mobility Command, Scott AFB, Illinois





















Pacific Air Forces, Hickam AFB, Hawaii
















United States Air Forces in Europe, Ramstein AB, Germany
















Rank Insignia












	Army	Navy / USCG	Marines	Air Force	Navy (CF) Army / AF (CF)
E1	Private	Seaman Recruit (SR)	Private	Airman Basic	
E2	Private E-2 (PV2) 	Seaman Apprentice (SA) 	Private First Class (PFC) 	Airman (Amn) 	Ordinary Seaman (OS) Private Recruit (Pte) 
E3	Private First Class (PFC) 	Seaman (SN) 	Lance Corporal (LCpl) 	Airman First Class (A1C) 	Able Seaman (AB) Private (Pte) 
E4	Corporal / Specialist (CPL) (SPC) 	Petty Officer Third Class (PO3) 	Corporal (Cpl) 	Senior Airman (SrA) 	Leading Seaman (LS) Corporal (Cpl) 
E5	Sergeant (SGT) 	Petty Officer Second Class (PO2) 	Sergeant (Sgt) 	Staff Sergeant (SSgt) 	Master Seaman (MS) Master Corporal (MCpl) 
E6	Staff Sergeant (SSG) 	Petty Officer First Class (PO1) 	Staff Sergeant (SSgt) 	Technical Sergeant (TSgt) 	Petty Officer 2 nd class (PO 2) Sergeant (Sgt) 
E7	Sergeant First Class (SFC) 	Chief Petty Officer (CPO) 	Gunnery Sergeant (GySgt) 	Master Sergeant (MSgt) First Sergeant (1stSgt) 	Petty Officer 1 st class (PO 1) Warrant Officer (WO) 







E8	<p>Master Sergeant First Sergeant</p> <p>MSG 1SG</p> 	<p>Senior Chief Petty Officer (SCPO)</p> 	<p>Master / First Sergeant MSgt 1stSgt</p> 	<p>Senior Master Sergeant First Sergeant</p> <p>SMSgt 1stSgt</p> 	<p>Chief Petty Officer 2nd class (CPO 2) Master Warrant Officer (MWO)</p> 
E9	<p>Sergeant Major Command Sergeant Major SGM CSM</p> 	<p>Master Chief Petty Officer / Command MCPO CMC</p> 	<p>Sergeant Major Master Gunnery Sgt Sgt Maj MGySgt</p> 	<p>Chief Master Sergeant First Sergeant Command Chief Master Sergeant</p>  <p>CMSgt 1stSgt CCM</p>	<p>Chief Petty Officer 1st class (CPO 1) Chief Warrant Officer (CWO)</p> 
E9	<p>Sergeant Major of the Army (SMA)</p> 	<p>Master Chief Petty Officer of the Navy and Coast Guard MCPON / MCPOCG</p> 	<p>Sergeant Major of the Marine Corps SgtMajMC</p> 	<p>Chief Master Sergeant of the Air Force</p> <p>CMSAF</p> 	<p>Canadian Forces Chief Warrant Officer</p> 

	ARMY	NAVY	MARINES	AIR FORCE	Army/AF (CF)
		COAST GUARD			Navy (CF)
O1	Second Lieutenant 2LT 	Ensign (ENS) 	Second Lieutenant 2ndLt 	Second Lieutenant 2nd Lt 	Second Lieutenant (2Lt) Acting Sub-Lieutenant (A/S Lt) 
O2	First Lieutenant 1LT 	Lieutenant Junior Grade (LTJG) 	First Lieutenant 1stLt 	First Lieutenant 1st Lt 	Lieutenant (Lt) Sub-Lieutenant (SLt) 
O3	Captain CPT 	Lieutenant (LT) 	Captain Capt 	Captain Capt 	Captain (Capt) Lieutenant (Lt(N)) 
O4	Major MAJ 	Lieutenant Commander (LCDR) 	Major Maj 	Major Maj 	Major (Maj) Lieutenant-Commander (LCdr) 

05	<p>Lieutenant Colonel LTC</p> 	<p>Commander (CDR)</p> 	<p>Lieutenant Colonel LtCol</p> 	<p>Lieutenant Colonel Lt Col</p> 	<p>Lieutenant-Colonel (LCol) Commander (Cdr)</p> 
06	<p>Colonel COL</p> 	<p>Captain (CAPT)</p> 	<p>Colonel Col</p> 	<p>Colonel Col</p> 	<p>Colonel (Col) Captain (Capt(N))</p> 
07	<p>Brigadier General BG</p> 	<p>Rear Admiral Lower Half (RDML)</p> 	<p>Brigadier General BGen</p> 	<p>Brigadier General Brig Gen</p> 	<p>Brigadier-General (BGen) Commodore (Cmdre)</p> 

O8	<p>Major General MG</p> 	<p>Rear Admiral Upper Half (RADM)</p> 	<p>Major General MajGen</p> 	<p>Major General Maj Gen</p> 	<p>Major-General (MGen) Rear-Admiral (RAdm)</p> 
O9	<p>Lieutenant General LTG</p> 	<p>Vice Admiral (VADM)</p> 	<p>Lieutenant General LtGen</p> 	<p>Lieutenant General Lt Gen</p> 	<p>Lieutenant- General (LGen) Vice-Admiral (VAdm)</p> 
O10	<p>General GEN</p> 	<p>Admiral (ADM)</p> 	<p>General Gen</p> 	<p>General Gen</p> 	<p>General (Gen) Admiral (Adm)</p> 

	ARMY	NAVY COAST GUARD	MARINES	AIR FORCE
W1	Warrant Officer 1 (WO1) 	USN Warrant Officer 1 WO1 	Warrant Officer 1 (WO) 	NO WARRANT
W2	Chief Warrant Officer 2 CW2 	USN Chief Warrant Officer 2 (CWO2)  USCG 	Chief Warrant Officer 2 CWO2 	NO WARRANT
W3	Chief Warrant Officer 3 CW3 	USN Chief Warrant Officer 3 (CWO3)  USCG 	Chief Warrant Officer 3 CWO3 	NO WARRANT

W4	<p>Chief Warrant Officer 4 CW4</p> 	<p>USN Chief Warrant Officer 4 (CWO4)</p> 	<p>Chief Warrant Officer 4 CWO4</p> 	<p>NO WARRANT</p>
W5	<p>Chief Warrant Officer CW5</p> 	<p>USN Chief Warrant Officer (CWO5)</p> 	<p>Chief Warrant Officer 5 CWO5</p> 	<p>NO WARRANT</p>

Insignia: The Way You Tell Who's Who in the Military

By Jim Garamone, American Forces Press Service

One big problem throughout military history has been identifying who's in charge.

From the earliest days of warfare to the present, special rank badges meant survival. In the heat of battle, knowing who to listen to was as important as the fighting skills soldiers and sailors developed. They had to know at a glance whose shouted orders to obey.

In the earliest times, rank was not an issue. "Do what Grog says" was enough so long as everyone knew Grog. As armies and navies started growing, however, that kind of intimacy wasn't possible. The badge of rank, therefore, became important. Today's Army, Marine Corps, Navy, Air Force and Coast Guard rank insignia are the result of thousands of years of tradition.

Through the ages, the badge of ranks have included such symbols as feathers, sashes, stripes and showy uniforms. Even carrying different weapons has signified rank. The badges of rank have been worn on hats, shoulders and around the waist and chest.

The American military adapted most of its rank insignia from the British. Before the Revolutionary War, Americans drilled with militia outfits based on the British tradition. Sailors followed the example of the most successful navy of the time – the Royal Navy.

So, the Continental Army had privates, sergeants, lieutenants, captains, colonels, generals, and several now-obsolete ranks like coronet, subaltern and ensign. One thing the Army didn't have, was enough money to buy uniforms.

To solve this, Gen. George Washington wrote, "As the Continental Army has unfortunately no uniforms, and consequently many inconveniences must arise from not being able to distinguish the commissioned officers from the privates, it is desired that some badge of distinction be immediately provided; for instance that the field officers may have red or pink colored cockades in their hats, the captains yellow or buff, and the subalterns green."

Even during the war, rank insignia evolved. In 1780, regulations prescribed two stars for major generals and one star for brigadiers worn on shoulder boards, or epaulettes.

The use of most English ranks carried on even after the United States won the war. The Army and Marine Corps used comparable ranks, especially after 1840. The Navy took a different route.

The rank structure and insignia continued to evolve. Second lieutenants replaced the Army's coronets, ensigns and subalterns, but they had no distinctive insignia until Congress gave them "butter bars" in 1917. Colonels received the eagle in 1832. From 1836, majors and lieutenant colonels were denoted by oak leave; captains by double silver bars – "railroad tracks"; and first lieutenants, single silver bars.

In the Navy, captain was the highest rank until Congress created flag officers in 1857 – before then, designating someone an admiral in the republic had been deemed too royal for the United States. Until 1857, the Navy had three grades of captain roughly equivalent to the Army's brigadier general, colonel and lieutenant colonel. Adding to the confusion, all Navy ship commanders are called "captain" regardless of rank.

With the onset of the Civil War, the highest grade captains became commodores and rear admirals and wore one-star and two- star epaulettes, respectively. The lowest became commanders with oak leaves while captains in the middle remained equal to Army colonels and wore eagles.

At the same time, the Navy adopted a sleeve-stripe system that became so complex that when David Glasgow Farragut became the service's first full admiral in 1866, the stripes on his sleeves extended from cuff to elbow. The smaller sleeve stripes used today were introduced in 1869.

Chevrons are V-shaped stripes, whose use in the military go back to at least the 12th century. It was a badge of honor and used in heraldry. The British and French used chevrons, from the French word for "roof", to signify length of service.

Chevrons officially denoted rank in the U.S. military for the first time in 1817, when cadets at the U.S. Military Academy at West Point, N.Y., wore them on their sleeves. From West Point, chevrons spread to the Army and Marine Corps. The difference then was chevrons were worn points down until 1902, when Army and Marine Corps enlisted personnel switched to the present points up configuration.

Navy and Coast Guard petty officers trace their insignia heritage to the British. Petty officers were assistants to the officers aboard ship. The title wasn't a permanent rank and the men served at the captain's pleasure. Petty officers lost their rank when the crew was paid off at the end of a voyage.

In 1841, Navy petty officers received their first rank insignia – an eagle perched on an anchor. Ratings – job skills – were incorporated into the insignia in 1866. In 1885, the Navy designated three classes of petty officers – first, second and third. They added chevrons to designate the new ranks. The rank of chief petty officer was established in 1894.

During World War II, the Army adopted technician grades. Technicians of a given grade earned the same pay and wore the same insignia as equivalent noncommissioned officers except for a small "T" centered under the chevrons. Technicians, despite the stripes, had no command authority over troops. This evolved into the specialist ranks, pay grades E-4 to E-7. The last vestige today survives plainly as "specialist," pay grade E-4. When there were such people as specialists 7, they wore the current eagle symbol surmounted by three curved gold bars – often called "bird umbrellas." When the Air Force became a separate service in 1947, it kept the Army officer insignia and names, but adopted different enlisted ranks and insignia.

Warrant officers went through several iterations before the services arrived at today's configuration. The Navy had warrant officers from the start – they were specialists who saw to the care and running of the ship. The Army and Marines did not have warrants until the 20th century. Rank insignia for warrants last changed with the addition of chief warrant officer 5. The Air Force stopped appointing warrant officers in the 1950s and has none on active duty today.

Other interesting rank tidbits include:

Ensigns started with the Army but ended with the Navy. The rank of Army ensign was long gone by the time the rank of Navy ensign was established in 1862. Ensigns received gold bars in 1922 some five years after equivalent Army second lieutenants received theirs.

"Lieutenant" comes from the French "lieu" meaning "place" and "tenant" meaning "holding." Literally, lieutenants are place holders.

While majors outrank lieutenants, lieutenant generals outrank major generals. This comes from British tradition: Generals were appointed for campaigns and often called “captain generals.” Their assistants were, naturally, “lieutenant generals.” At the same time, the chief administrative officer was the “sergeant major general.” Somewhere along the way, “sergeant” was dropped.

Gold is worth more than silver, but silver outranks gold. This is because the Army decreed in 1832 that infantry colonels would wear gold eagles on an epaulette of silver and all other colonels would wear silver eagles on gold. When majors and lieutenant colonels received the leaves, this tradition could not continue. So, silver leaves represented lieutenant colonels and gold, majors. The case of lieutenants is different: First lieutenants had been wearing silver bars for 80 years before second lieutenants had any bars at all.

Colonel is pronounced “Kernel” because the British adopted the French spelling “colonel” but Spanish pronunciation “coronel” and then corrupted the pronunciation.

While rank insignia are important, sometimes it isn’t smart to wear them. When the rifled musket made its appearance in the Civil War, sharpshooters looked for officers. Officers soon learned to take off their rank insignia as they approached the battle line.

The Air Force actually took a vote on their enlisted stripes. In 1948, then-Air Force Vice Chief of Staff Gen. Hoyt Vandenberg polled NCOs at Bolling Air Force Base in Washington D.C., and 55 percent of them chose the basic design still used today.



Military Awards and Decorations

Those members of the U.S. Armed Forces who have rendered superior meritorious service while permanently assigned to NORAD, USNORTHCOM, NORAD regions/sectors, JTF-CS, and JTF-North and JFHQ-NCR, or temporary subordinate joint task forces, or assigned to a joint task force headquarters, as reflected in the joint manpower documents, are eligible for consideration of a Defense decoration. Refer to NNCI 36-134, *Joint Awards and Decorations*, for detailed information.

"Morale and attitude are the fundamental ingredients to success". Bud Wilkinson

THINGS YOU SHOULD KNOW:

Individual Mobilization Augmentees (IMAs)/Reservists/National Guardsmen:

Those IMAs/Reservists/National Guardsmen assigned to NORAD and USNORTHCOM in joint mobilization manpower billets, as reflected in joint mobilization augmentation documents, are fully eligible for Defense awards for both achievement and service. Due to the unique nature of IMA/Reservist/National Guardsmen service to our Commands, specifically the longer period of assignment, extended tour decorations may be authorized on a case-by-case basis. When considering an IMA/Reservist/National Guardsmen for an extended tour joint decoration, the approval authorities should look closely at both the length of current assignment and the actual number of days worked during that entire period. For instance, if a member has been assigned to the Command for eight (8) years, but has only worked 30 days during each year assigned, they may not warrant an extended tour decoration. Whereas a member assigned here for five (5) years, who has worked the majority of days during each of those years, may warrant the extended tour medal. At a minimum, it is NORAD and USNORTHCOM policy that an IMA/Reservist/National Guardsmen must have been assigned to the Command for at least four (4) years before they can be considered for an extended tour medal. Joint decorations for impact follow the same guidelines as the active component (AC).

Foreign Service Personnel. Are eligible for joint awards, but limited to the Joint Service Achievement Medal and Joint Service Commendation Medal as outlined in DOD 1348.33-M. This limit stems from the Executive Order that establishes higher-level joint awards which states the higher awards are for the members of the armed forces of the United States. Canadian Service personnel recommendation for decorations must be coordinated through the Canadian awards board.

Intracommmand Moves. Joint decorations are not authorized for extended tours or change of assignments within the command, such as moving from one directorate or office to another within the command.

Intercommand Moves. Joint decorations are not authorized for extended tours or change of assignments for movement between NORAD and USNORTHCOM billets. Exceptions to this policy would include PCS from Peterson AFB, CO to units outside the no-cost PCS area (e.g., JTF-CS, JFHQ-NCR).

Defense Decoration Limitations. The number of decorations that may be awarded to a service member is not limited; however, only one decoration may be awarded for the same act, achievement, or period of service. Defense decorations may not be awarded to any service member for an act, achievement, or period of service for which a service decoration has been already awarded.

Retirement Decorations. IAW DOD Manual 1348.33-M, retirement will not be used to justify a higher-level award than supported by the actual service, achievement, or tenure in the joint assignment. Recommendations must be based

Equivalent Service Awards:

solely on the tour of joint service and not the member's entire career. For members seeking service-specific retirement awards, contact the J13 Policy and Programs Division for guidance.

DEFENSE DEPARTMENT AWARD	SERVICE AWARD
Defense Distinguished Service Medal	Distinguished Service Medal
Defense Superior Service Medal	Legion of Merit
Defense Meritorious Service Medal	Meritorious Service Medal
Joint Service Commendation Medal	(Service) Commendation Medal
Joint Service Achievement Medal	(Service) Achievement Medal

General Procedures:

Merit of Award. Each recommendation for a Defense decoration is evaluated on the merit of the justification submitted. Recommendations based on generalities, broad or vague terminology, superlative adjectives, or a recapitulation of duties performed usually do not permit a competent evaluation. The justification must be specific and factual. Provide concrete examples of exactly what the person did, how well they did it, what the impact or benefits were, and how they significantly exceeded expected performance of duty in support of the NORAD and USNORTHCOM missions.

Level of Award. Careful consideration should be given to the level of award when recommending a Defense decoration. The individual's level of responsibility, performance, and achievement should be the primary focus. Only those who exceed standards should be nominated for a decoration. Supervisors should consider the Joint Staff/DOD guidelines (chart located on page 54) to facilitate approval.

Level of Responsibility. Personnel serving in higher grades usually serve in positions of greater responsibility. As personnel progress in grade and assume greater responsibilities, they tend to qualify for higher awards. As a result, the Director

of the Joint Staff established grade guidelines (chart located on page 54). Supervisors should use level of responsibility and the Joint Staff grade guidelines when recommending a Defense decoration. The guidelines do not preclude a supervisor from recommending individuals for higher or lesser awards. The primary criteria are the person's level of responsibility, performance, and service or achievement.

Other U.S. Awards and Decorations. Prepare recommendations for other U.S. awards and decorations as described in governing regulations and submit through J1.

Military Outstanding Volunteer Service Medal (MOVSM). The MOVSM is awarded to members of the U.S. Armed Forces and Reserve components who perform outstanding volunteer community service of a sustained, direct, and consequential nature. DOD Manual 1348.33-M describes the requirements for the MOVSM. A Sample MOVSM nomination can be found in NNCI 36-134.



NORAD and USNORTHCOM Quarterly and Annual Awards Program

The NORAD and USNORTHCOM Quarterly and Annual Awards Program were established to recognize NORAD and USNORTHCOM military members and civilian personnel for outstanding accomplishments during a specific nomination period. The following provides guidelines for submitting nominations and selecting military and civilian personnel of the quarter and year; composition of required boards and board conduct. For further information refer to NNCI 36-137.



Safety



NORAD and USNORTHCOM, conducts an active and continuing safety program at all organizational levels. Commanders, Directors, Special Staff Chiefs, and supervisors at all levels will provide a safe working environment in which recognized hazards have been eliminated or controlled with the intended goal of mishap prevention. Mishap prevention is basic to keeping a combat-ready posture. All Commanders, Directors, Special Staff Chiefs, Functional Managers and Supervisors must ensure that positive prevention measures are used in achieving the highest possible state of readiness. Managers, supervisors, military personnel, DOD civilians, and DOD contractors are accountable for preventing occupational mishaps and workplace occupational illnesses, but the ultimate safety of personnel

and material resources is a command responsibility. The goal is to preserve combat capability by helping Commanders, Directors, Special Staff Chiefs, and supervisors safeguard resources while accomplishing the mission. Every level of command is responsible for compliance with Occupational Safety and Health Administration (OSHA) and National Consensus Standards. For additional information refer to NNCI 91-101: <https://command.noradnorthcom.mil/sites/CMDGRP/ChiefofStaff/css/Training%20Program%20Library/Command%20Safety%20Program-NORAD%20and%20USNORTHCOM/NNCI91-101-Final-15%20Feb%2008.pdf> .

TRAFFIC AND MOTOR VEHICLE SAFETY.

Motor Vehicle Safety. It is DOD policy that an effective and comprehensive traffic safety program shall be established and maintained as an element of the overall DOD mishap prevention program. Directors or special staff chiefs, and subordinate commanders are responsible for establishing procedures for the safe operation of motor vehicles; to ensure appropriate vehicle maintenance is conducted; that personnel are properly trained and licensed to operate general purpose and special purpose vehicles; and that education and motivational programs are developed and applied to promote safe Private Motor Vehicle (PMV) operations.

Everyone in a moving motor vehicle on and off installations using vehicles for conduct of DOD business must ensure operability and use of safety belts.

The use of cell phones, unless the vehicle is safely parked, or unless a hands-free device is used, is prohibited while operating a Private Motor Vehicle or Government Motor Vehicle on a DOD installation, except for receiving or placing calls from tactical or emergency vehicles. Follow State, local, or host-nation requirements for use of cellular phones while driving outside a DOD installation. The wearing of any other listening devices while operating a motor vehicle is prohibited. Use of those devices impairs driving and masks or prevents recognition of emergency signals, alarms, announcements, the approach of vehicles, human speech, and outside noises in general.

Motorcycle Safety Training. All military personnel at any time, on or off a DOD installation, and all DOD civilian personnel in a duty status, on or off a DOD installation and all operators on DOD installations who possess a State license endorsement for a motorcycle (regardless of the individual's decision to register their vehicle on an installation), and all operators of government-owned motorcycles are required to attend and complete an approved motorcycle rider safety course. Safety training must include the appropriate

Motorcycle Safety Foundation (MSF) course, or MSF-based state curriculum for motorcycle operators. Courses must be taught by certified or licensed instructors and include hands-on training, a riding skills evaluation and a knowledge based evaluation. Refer to appropriate service and installation guidance for determining mandatory operating and training requirements and the required use of personal protective equipment. Document motorcycle training completion and dates of training using NORAD and USNORTHCOM Form 55.

Introduction to NORAD and USNORTHCOM Security

The HQ NORAD and USNORTHCOM physical security program is responsible for providing a secure working environment for all personnel assigned. All military, DOD civilian and contractor personnel are responsible for implementing and following established procedures to support the Command's Physical Security Program.

"Those who desire to give up freedom in order to gain security will not have, nor do they deserve, either one." – Benjamin Franklin

THINGS YOU NEED TO KNOW:

Follow all requirements/established security protocols and help maintain the physical security program as directed by the physical security, controlled, and restricted area monitor. Identify security concerns or issues to the Directorate Security Manager (DSM) or Command Security Office (CSO). Reference NNCI 31-128 at: <https://operations.noradnorthcom.mil/C1/Library/Command%20Publications%20and%20Forms/N-NC%20Instructions/NNCI31-128.pdf>

Prohibited Items. In order to provide a safe environment to assigned personnel, the following items are not permitted inside the NORAD and USNORTHCOM facilities. Weapons of any type, except those specifically authorized (i.e., SFS patrols, authorized law enforcement personnel, memorabilia such as swords and knives), personal cell phones (exception: government cell phones may be approved by CSO), personal laptops, personal digital assistants, cameras without DAA approval, two way radios (with the exception of emergency responders), Nook/Kindle, recording equipment, wireless items to include keyboards, microphones, blue tooth technology, narcotics, munitions, explosives and knives except for blades no longer than 4 inches. **Note:** Personnel authorized or required to carry a weapon in the performance of their duty, such as Law Enforcement, Personal Body Guards, etc. are to inform the Command Security Office prior to their arrival and request entry with weapon.

Prohibited Items Found In NORAD and USNORTHCOM Building 2. Any prohibited

items found within NORAD and USNORTHCOM Building 2 will be reported immediately to the Command Security Office and 21 SW/IP. These items will be confiscated by the 21 SFS in which further action will be taken. The Command Security Manager, N-NC/CS, will implement random bag searches at the Security Guard Desk to ensure unauthorized devices do not enter the facility. If unauthorized wireless devices are discovered, the owner will not be authorized entry until they have removed and/or secured the wireless device outside the facility, or in a designated locker. In the event a prohibited wireless device is found within the facility, the local Information Assurance Officers (IAO) will investigate non-compliance with this policy as a security violation and will confiscate the wireless device until the investigation is complete. The wireless device will be cleared or destroyed in the event of classified contamination.

Random Search Compliance and Hand-Carried Inspections. All personnel are subject to random searches while on DOD installations. Personnel will comply with directions given by the inspector. At no time will any person attempt to hinder, disrupt, or refuse to comply with, the established policy or the directions of the inspector. The package inspection program is designed to heighten security awareness of, and to monitor compliance with policies regarding prohibited items and transportation of classified material. The purpose of the inspection is to support the overall physical security program for the Command and ensure protective measures are in

place to protect the facility and the people assigned.

Periodically, package searches will be performed by building access control officers to identify any contraband or unauthorized materials entering or exiting the building. Searches can include, but not limited to, boxes, backpacks, briefcases, computer cases and handbags, etc. During periods of heightened force protection measures the frequency of these searches may expand IAW Random Anti-Terrorism Measures (RAMs) established by the Installation Commander.

Photography In and Around NORAD and USNORTHCOM Buildings. Photography and video recording equipment is prohibited from

being introduced to NORAD and USNORTHCOM buildings without the proper approval of the Command Security Office. All requests for photography authorization will be for official purposes. The SSO approves requests for photography within a SCIF and the Command Security Office approves all other photography request for NORAD and USNORTHCOM. The photographer must provide a copy of the authorization letter to the entry controllers and maintain a copy on them while taking photos. Photographs or video taken will not be used in any publication or given to any publication without permission of the NORAD and USNORTHCOM Public Affairs Office.

Military and Civilian Leaves/Passes

One of the entitlements most military personnel want to learn about is LEAVE. Leave is paid vacation from duty for recreation and relief from the pressures of job-related duties. You may also take leave for personal reasons and emergency situations. A "pass" (called "liberty" in the Navy, Coast Guard, and Marine Corps) is time-off, not chargeable as leave.

Leave is a RIGHT (not a privilege) that is granted by Congress under Federal Law. While leave is a RIGHT, that doesn't necessarily mean you may take it whenever you wish. Military necessity determines when you can take your leave.

The overriding directive for leave (which applies to all the services) is DoD Directive 1327.5, *Leave and Liberty*. However, within the guidelines of this directive, each of the military services has published their own regulations which give the details (what forms to use, approval authorities, etc.,) for their specific service. Individual service leave regulations are:

Army -- Army Regulation 600-8-10 - *Leaves and Passes*

Air Force -- Air Force Instruction 36-3003 - *Military Leave Program*

Navy -- MILPERSMAN 1050, *Leave and Liberty*

Marine Corps -- Marine Corps Order (MCO) P1050.3H - *Regulations for Leave, Liberty, and Administrative Absence*

Coast Guard -- Military Assignments and Authorized Absences COMDTINST M1000.8, Chapter 2.A, *Leave*

Civilians – NNCI 36-155, *NORAD and USNORTHCOM 40-Hour Tour of Duty and Alternative Work Schedule (AWS) Programs For Federal Civilian Employees*, available at:

https://operations.noradnorthcom.mil/C1/Library/Command%20Publications%20and%20Forms/N-NC%20Instructions/36_155i.pdf

Civilians - NNCI 36-155/J4 Supplement, *NORAD and USNORTHCOM 40-Hour Tour of Duty and Alternative Work Schedule (AWS) Programs For Federal Civilian Employee*, available at:

https://operations.noradnorthcom.mil/C1/Library/Command%20Publications%20and%20Forms/N-NC%20Instructions/NNCI36-155_NNCJ4Supplement.pdf

Sponsor Program

Specific instructions contained within NNCI 36-159, *NORAD and USNORTHCOM Sponsor Program*, are intended to supplement respective Services' and Canadian Forces directives. Sponsorship programs are in accordance with individual referenced Service directives and, in the event of conflict, the Services' respective directives for sponsorship take precedence for members assigned to NORAD and USNORTHCOM.

The primary purpose of this program is to assist military and civilian members and their families during the relocation process. This program is aimed at providing accurate, timely information and other support necessary to ease the transition associated with moving to a new duty station. Personnel being reassigned within the geographical area, do not require the conventional sponsor, however, a member of the gaining directorate will be assigned to ease the member's transition to the headquarters staff. The spirit of this operating instruction is bound in the concept of **taking care of our people**.



Inclement Weather Procedures

All employees are to presume, unless otherwise notified, that their office or activity will be open each regular workday regardless of weather or other emergency conditions that may develop. Normally they are expected to effectively cope with difficult driving conditions and minor disruptions of public transportation. However, emergency situations arise which prevent the opening of facilities, prevent employees from getting to work, and/or create the necessity to dismiss employees early.

THINGS YOU SHOULD KNOW:

For this purpose, Peterson Complex includes Peterson AFB, Cheyenne Mountain AFS, the Federal Building and other Colorado Springs located units serviced by the Peterson Civilian Personnel Section. The 21st Space Wing Commander is the installation commander for Peterson AFB and servicing Colorado Springs units; the 721st Support Group Commander is the installation commander for Cheyenne Mountain AFS. The following “snow call” administrative procedures and definitions are a composite of the inclement or severe weather procedures issued by each installation commander. For more detailed and installation-specific information, you should refer to the procedures issued by your installation commander. The intent of these procedures is to get individuals safely to and from their work place during inclement weather conditions.

Group dismissals of employees without charge to leave may be authorized because of severe storm, snow, icing conditions, or disasters. Each installation commander will decide if delayed reporting, base closure, or phased or early release is warranted for his/her respective organizations.

If the installation commander decides to delay reporting or to close a facility, notification may be made through a pyramid-alerting matrix. In addition, Public Affairs offices will make an announcement to selected local radio and television stations, usually not later than 0500. In the event of snow, ice or other severe weather conditions, non-essential personnel may be released from work early, given delayed reporting times, or the base may be closed entirely. Information may also be obtained by calling 556-SNOW (Peterson AFB), 554-ROAD (Cheyenne Mountain), or 567-SNOW (Schriever AFB). Local weather conditions and delay information can be found on the Peterson AFB Weather Conditions web page; www.peterson.af.mil/road.asp or at these local TV stations’ web sites; www.koaa.com, www.kktv.com, or www.krdo.com.

Installation and Colorado Rules and Regulations

Traffic: The base speed limit is 30 mph unless otherwise posted. RADAR operates on base, and speed limits are strictly enforced.

Base Circulation Restrictions: Access to certain areas and facilities on Peterson AFB is strictly controlled and posted with warning signs. Do not enter any area marked as either "CONTROLLED" or "RESTRICTED" without prior coordination. You may only enter these areas with the expressed written permission of the installation commander. If you enter one of these areas without prior clearance, armed security forces will respond and detain you.

Crime Reporting: If you see a crime or become the victim of a crime, report it immediately to the Security Forces Desk Sergeant by calling 556-4000.

Base Entry Point Checks: These checks are directed by the Installation Commander and are designed to detect the unauthorized removal of government property from the installation. In addition, they serve as a first line defense for the detection and seizure of all contraband items (i.e., firearms, drugs, etc.) A condition for the issuance of the vehicle pass is consent to submit to these checks. Failure to consent may result in the denial of access to the installation.

Vehicle Accidents: Major accidents (disabling, injury, damage to a government vehicle, damage over \$10,000, or someone driving under the influence of alcohol) must be reported to the Security Forces. Minor accidents don't have to be reported, but without reporting to a law enforcement agency, insurance may not pay. Minor vehicle reports on Peterson AFB are only a blotter entry. This is accepted as proof. To report an accident, call 556-4000.

Photography: Photos are not allowed on Peterson's flightline unless it is an Open Base Day.

Identification Cards/DEERS: Bldg 350 Peterson AFB (719)-556-7377. ID Cards and DEERS enrollment can be obtained in the Military Personnel Flight which is located in the left wing, first floor of the Mission Support Facility (Bldg 350).

Weapon Transportation/Storage:

1. If transporting a weapon on Peterson AFB, you must inform the gate guard before entering the base. Ensure that the weapon is not within an arm's reach and that the ammunition/weapon are in separate locations, i.e. weapon in the trunk and ammunition in the glove box.
2. If living in base housing, you may store your weapon there.
3. If living in the base dorms, weapons must be stored at the Base Armory, located in Bldg 1376, the 21st Security Forces Squadron. This armory is open 24 hours a day. Call 556-4000 for the on-duty armorer. Weapons may not be taken into the dorms at any time. Other examples of weapons not allowed in the dorms are bows and arrows, knives over 6 inches, Martial Art weapons, starter pistols and air guns.

Automobile License Plates can be obtained from the Department of Motor Vehicles at 5550 North Union Blvd. DMV phone number is (719) 520-6240. To obtain Colorado license plates, you must have verification of your motor vehicle's motor and serial numbers, your title or registration, proof of insurance, and an emissions inspection. The office listed above is at the East Library and Information Center. The main office is at 200 S Cascade. The license and owner's tax fee is based on the vehicle's age and value. Each year, the owner's tax will decrease. Non-resident military personnel are excluded if they have valid license plates from

their home state. Cost for non-residents is \$26.80 per year. Proof of non-residency is required and can be accomplished by showing a military ID card. Owner's tax is not required for non-residents. Colorado front range cities require emissions testing which is renewable once a year.

Colorado State Driver's License: Driver's licenses can be conveniently obtained right outside the West Gate of Peterson AFB at 5650 Industrial Place; (719) 520-6240. The following persons need not obtain a Colorado Driver's License, provided they are 16 years of age or older and possess a valid license from their home state or state of last assignment - anyone who is serving as a member of the Armed Forces of the United States on active duty; to include the spouse and children of such member. However, if the spouse should find employment, the State of Colorado requires that you obtain a Colorado Driver's License.

Fishing License (State): Sold at most sporting goods stores. Children under age 15 are not required to have a license. All waters of the state are open to fishing without a license during the first full weekend in June.

Hunting License (State): Sold at most sporting goods stores. Big game licenses for elk, deer, antelope, moose, mountain lion, bear, mountain goat, and bighorn sheep are available. For complete information about licenses and hunting regulations, contact the Colorado Department of Natural Resources at 1-800-536-5308.



Local Weather

Colorado weather is changeable because it is subject to the weather fronts from both the northwest and southwest. It is a good idea to carry along a light jacket or sweater even during the summer months. Night-time temperatures are usually cooler by at least 20 to 30 degrees. Because of Colorado Spring's location near the mountains, you will need appropriate clothing for all seasons.

Colorado Springs is located at the foot of Pikes Peak with an elevation of 6,035 ft. Newcomers to the Pikes Peak area may experience a more rapid heartbeat, shortness of breath, chapped lips, and/or a quick sunburn, so please plan accordingly. Remember that your body cannot be instantly "tuned" for high altitudes; it takes a while to acclimate. Colorado's variable altitude also affects vehicles, which must be properly tuned for high altitude to avoid excess engine wear. Cooking, especially baking also requires minor altitude-related adjustments.

Climate: Moderate summer and winter temperatures; semi-arid region with an annual average of 300 days of sunshine. Snowfall occurs October through March with snow combining with rain in April. Although there are occasional blizzards with much snow, the sun normally comes out the next day and melts it quickly.

Temperature Range: 30-80 degrees. Temperatures, wind velocity, precipitation all vary from one minute to the next and from one part of the city to another. It's not unusual to go from 10 below overnight to an afternoon in the mid-50s. Monthly temperature averages and precipitation are listed. The entries are in inches and degrees Fahrenheit.

Peterson AFB: Local Community **Climate**

Month	High	Low	Humidity	Precipitation
January	41	16		Trace
February	45	20		0.21
March	49	24		0.71
April	59	33		3.05
May	68	42		4.81
June	80	56		7.78
July	85	57		1.91
August	82	56		1.77
September	75	47		1.87
October	65	37		0.02
November	50	25		Trace
December	44	19		Trace



Military Medical Services Directory

Active duty acute care, same-day appointments are available every duty day - these appointments are for ailments that occur suddenly and require early attention. All other patients are seen on an appointment basis only. Unfortunately, due to limited and variable staffing, the number of available appointments will vary from month to month. Active duty military have priority, followed by active duty dependents, retirees, and retiree dependents, per U.S.C., Title 10.

All medical appointments for the Primary Care, Pediatric, GYN, Dental and Optometry Clinics are made through the Central Appointment System, 457-CARE. The Central Appointments Desk is open from 0600-1600, Monday thru Friday except holidays. Appointments for Flight Medicine, the Life Skills Clinic, Physical Exams, and Physical Therapy are made directly through these clinics.

The 21st Medical Group does not have an Emergency Room. The USAF Academy Clinic, 333-5000, has an Acute Care Clinic which is available 24/7. Evans Army Community Hospital at Fort Carson, 526-7111, has an emergency room. The phone number for the clinic at Cheyenne Mountain AFS is 474-3862.

The refillable prescriptions hotline (556-1100) operates 24 hours a day, 7 days a week. Prescriptions phoned-in by 1400 will be ready for pick-up the following duty day. Prescriptions called in after 1400 will be ready in two duty days. Prescriptions will be held for 3 duty days.

Medical Services/Directory - On Installation

Clinic	POC	Phone Number
Appointments		(719) 524/526-2273
Dental Clinic		719-556-1333
Diabetic Exams		719-556-1065
EFMP Officer		719-556-1392
Family Advocacy Officer		719-556-8943
Flight Medicine		719-556-1260
Women's Health Clinic		719-556-1168
Health Benefits Advisor		719-556-1016
Mental Health Clinic		719-556-7804
Optometry Clinic		719-556-1065
Patient Advocate		719-556-1060
Pharmacy		719-556-1109
Preventative Health Assessment Cell		(719) 524/526-2273
Physical Therapy		719-556-1075
TRICARE Central Appointments (PAFB)		(719) 524/526-2273
TRICARE Health Care		(719) 524/526-2273



Public Schools

All Colorado schools must provide a Kindergarten program, although it is not mandatory for pupils. The minimum age is five, with the birthday falling on or before 1 October of the year of enrollment. Minimum age for first graders is six years on or before 1 October of the year of enrollment. All new students must furnish a certified copy of birth certificate, a Social Security number and proof of immunization against DPT, polio, measles, rubella, mumps and Hepatitis B. In addition, proof of a physical examination is requested.

If residing on Peterson AFB, children will normally attend District 11 schools. However, under the school choice program, parents may send their children to schools outside of District 11 within Colorado Springs. For further information, stop by the Peterson Community Support Center, Bldg 350, to review information on public and private schools and visit the schools located in the area where you will be living. The listing includes only those school districts where the majority of our students attend.

NOTE: In reference to the District Profiles, the Scholastic Assessment Test (SAT) averages are provided for your comparison. The SAT is a standardized test used to evaluate college applications. Scores are reported on a 600-point scale, ranging from a low of 200 to a high of 800. The Graduate Rate is the percentage of students who graduate.

Public Schools

Name: Academy District 20

Address: 1110 Chapel Hills Drive

City: Colorado Springs, CO 80920

Phone: (719) 234-1200

School District 20 serves Briargate, Gleneagle, Air Force Academy, Black Forest, Rockrimmon, and Woodmen Valley. Because this is the fastest growing area of the city, the Academy School District has experienced a growth rate of over 6% a year since 1990.

Name: Colorado Springs District 11

Address: 1115 N. El Paso St

City: Colorado Springs, CO 80903

Phone: 719-520-2005

Serving central Colorado Springs, School District 11 is the largest in the Pikes Peak region. Families living in Peterson AFB Housing normally attend District 11 schools.

Name: Falcon District 49

Address: 10850 E Woodmen Rd

City: Falcon, CO 80831

Phone: 719-495-3601

School District 49 operates from the eastern fringes of Colorado Springs to Falcon.

Harrison District 2**Address: 1060 Harrison Rd****City: Colorado Springs, CO 80906****Phone: 719-579-2000**

School District 2 serves the area generally bounded on the south by Academy Blvd, between Hwy 115 and the Municipal Airport, and on the north by Airport Road.

Widefield and Security District 3**Address: 1820 Main St****City: Colorado Springs, CO 80911****Phone: 719-391-3000**

Serving the area southeast of the city, this area includes Widefield, Security, Southmoor, Clearview, and Peaceful Valley.



Colleges & Universities

The emphasis on higher education evolves from the many high tech businesses that have located here and our highly educated residents. Over 25% of the area residents have a college degree, ranking Colorado Springs among the top cities in the United States in number of school years completed. For active duty members, their spouses, and their dependents, there is a waiver for out of state tuition while they are stationed here. There are numerous colleges and universities in our area. For more information contact the Education Office at 719-556-4996.

Special Education

Relocating to a new community is always a challenge, but for those families who have children with special needs, being prepared and organized becomes even more crucial. Information can be obtained by calling the Peterson AFB Relocation Assistance Program at 719-556-6141, DSN 834-6141. For local resources available to assist families with special needs, see the Record Listing.

PLEASE NOTE: All school districts provide a free education to all special needs children, ages 3 to 21. Federal Public Law 94-142 requires public schools to provide handicapped youth with equal education access and in the least restrictive environment. The larger school districts house their own Special Education departments that provide a full range of special education services including programs for the orthopedically, neurologically, visually, aurally, speech, and educationally handicapped, the emotionally disturbed, and the developmentally delayed. School districts with enrollments of 4,000 students or less have a contract with the Pikes Peak Board of Cooperative Services (BOCES) to provide the same services. By state law, all districts also provide special education services to pre-school students.

Special Education

Name: Child Development Center of Colorado Springs

Address: 3090 N. Academy Blvd

City: Colorado Springs, CO 80917

Phone: 719-574-8300

Comment:

The primary focus is on children, birth to age 6. Infant and developmental stimulation, physical and occupational therapy, speech pathology, audiology, family counseling, social work services, pediatrics, and neurology are available.

Name: Cleo Wallace Center

Address: 8405 Church Ranch Blvd

City: Westminster, CO 80021

Phone: 800-456-2536, or 303-466-7391

Comment:

Expertise with severe emotional problems in youth, ages 3 through 18. Services include acute inpatient, partial hospitalization, day treatment, residential treatment, individual and family therapy. No outpatient treatment.

Name: Colorado School for the Deaf and Blind

Address: 33 N Institute St

City: Colorado Springs, CO 80903

Phone: 719-578-2100

Comment:

Services are available for infants-12th grade. Academic, pre-vocational, physical, social, and emotional development education are provided in an early intervention program.

Name: Airman and Family Readiness Center

Address: Bldg 350 Room 1016

City: Peterson AFB, CO 80915

Phone: 719-556-6141

Comment:

The Information & Referral Program can help identify needs, determine the appropriate forms of assistance, and direct you to the right resources. The information library contains resources available locally and nationwide for families with special needs.

Name: Developmental Pediatrics

Address: 2210 Lelaray St

City: Colorado Springs, CO 80909

Phone: 719-475-0477

Comment:

Services are provided for special needs children from birth to age 16 with special focus on premature infants. Physical, occupational, and speech therapy, therapy pool, therapeutic skiing, and home visits are available.

Name: Parent Education and Assistance for Kids (PEAK)

Address: 6055 Lehman Dr, Ste 101

City: Colorado Springs, Co 80918

Phone: 719-531-9400

Comment:

A non-profit resource center, PEAK Parent Center was established and is operated by parents of children with disabilities. Peak provides information and assistance for special need families.

Name: Resource Exchange

Address: 2375 N Academy Blvd

City: Colorado Springs, CO 80909

Phone: 719-380-1100

Comment:

This office works with special need families to get them connected with appropriate community helping agencies



Installation Quick Reference Phone Numbers (Base Operator - 719-556-7321)

<http://www.peterson.af.mil/shared/media/document/AFD-101001-025.pdf>



A		Granite Inn (CMAFS).....474-3105		P	
Acquisition Prof Development (350)	556-4819	Granite Inn Menu Recording	474-3253	Pass & ID (350)	556-6-4673
Aquatic Center (404)	556-4608	Dry Cleaners/Laundry (1700)	597-3050	Pass & ID (CMAFS) (307)	474-2318
AERO Club (104)	556-4310	E		Passenger Info (122)	556-4521/4707
AGE Supervisor (503)	556-4583	Education Services (1141)	556-4064/7738/4996	Peterson Tours	556-1733
Aircraft Dispatch Base Operations (122)	556-4778	Employment Verification.....	800 367-2884	Peterson Installation Control Center	556-4555
Air Force Academy (Operator)	333-1818	Ent Federal Credit Union (1345)	574-1100	Pharmacy (959).....	556-1109
Air Force Academy Hospital Information	333-5111	Ent Gun Club (1660)	596-7688	Call-In Refills (959).....	524-4081
Air Force Aid	556-6141	Envision Store	556-4431	Post Office	
Airline Ticket Office (910)	556-4199	Exercises (845)	556-6485	Civilian (1466)	556-4596
Airman & Family Readiness (350)	556-6141	F		Military (1466)	556-4865
Alterations	574-1867	Family Child Care	556-4322	Public Affairs (Wing) (845)	556-5185
Anthony's Pizza	637-1983	Family Services	556-7614	Public Affairs (AFSPC).....	554-3731/0900
Appointments Dental (959)	556-1333	Federal Aviation Administration (205)	596-1202	Public Affairs (NORAD/USNORTHCOM)	554-6889
Appointments Medical (959)	556-2273	Fire Reporting CMAFS	911	R	
Auto Hobby Shop (640).....	556-4481	Fire Reporting Federal Building	911	RC Staff Duty Officer After Duty Hrs.....	526-3400
B		Fitness Center	556-4462	Recycling (850).....	556-4697
Bank - 5 Star Bank (1485)	574-2777	Flower Shop	325-5176	Red Cross (350)	556-7590
Barber Shop (1).....	550-9442	Formal Training (350)	556-9235/6414	S	
Barber Shop Main Exchange (1425)	597-8307	Fort Carson	526-5811	Safety Base (845)	556-4392
Base Auditorium Reservations (640)	556-1760	G		SARC (Sexual Assault Response)	556-7272
Base Exchange Main Store (1425)	596-7270	Golf Course Pro Shop (1054)	556-7414	SATO	556-4199
Base Exchange Service Station (1360)	597-0350	Government Purchase Card (GPC) (350)	556-7395	Security Forces Desk Sergeant (1376).....	556-4805
Base Multimedia (418)	556-4153	Gym (560)	556-4462	Service Station (1360)	597-0350
Base Operations Dispatcher (122)	556-4778/9	H		Shoppette (1700).....	597-5041
Base Safety (845)	556-4392	Health & Wellness Center	556-4292	Shoppette (CMAFS)	474-3443
Base Taxi (1229)	556-4307/1038	Household Goods (JPPSO) Off Base	554-9298	Small Business Administration (USBA).....	556-7935
Base Training (350)	556-9225/4694	Housing Office (850).....	597-7200	Small Business (21SW/BZ)	556-9355
Beauty Shop (1425).....	596-0579	I		Snow Call (PAFB)	556-7669
Bowling Center (406)	556-4607	In-flight Kitchen (1160)	556-4180	Snow Call (CMAFS)	474-3333
C		Inspector General (21SW) (845)	556-2104	Space Observer (845)	556-7846
Cable TV (Rural West)	597-0873	ITT Leisure Travel (640)	556-2116/6447	Stop Smoking Clinic (560)	556-4292
Career Assistance Advisor (350)	556-9226	L		Straight Talk Line.....	556-9154
CE Work Order Desk (1324)	556-4030	Legal Office (350)	556-4871	T	
Chapel (1410)	556-4442	Library (1171)	556-7462	Telephone Conference Bridge	556-5281
Chaplain Duty Officer (after duty hours)	556-4555	Lodging Office (1042)	556-7851	Telephone Trouble Reporting	
Child Development Center		Lodging Reservations (1042)	556-6293/7851	CMAFS Extensions	474-3305
Annex (1525).....	556-7460	Lodging Switchboard (1042).....	597-2010	Federal Extensions	556-4145
Main (1350)	554-9572	M		Peterson AFB Extensions.....	554-3035
Civilian Pay (350)	556-4765/6	McDonalds (1365)	597-4858	Thrill Shop (615).....	596-4463
Civilian Personnel (350)	556-4775	Museum (981).....	556-4915	TLF Reservations Switchboard	597-2010
Civilian Training (350).....	556-7524	Military Equal Opportunity (880)	556-7693	Transient Alert (121)	556-4447
Classifieds (Free) (845).....	556-7846	Military Pay (350)	556-4770	Transient Quarters Airmen (1042)	597-2010
Clothing Sales (1465)	556-4259	Military Testing (350)	556-4084	Travel Pay (861)	556-4770
Collocated Club (1013)	556-4110	Motor Pool Dispatcher (1229)	556-4307	Tricare	888-874-9378
Collocated Club Paging(1013)	556-4100	MPF Customer Support Center (350)	556-1716	U	
Collocated Club Catering (1013)	574-4103	N		Unaccompanied Housing Mgr.....	556-1409
Command Surgeon (N-NC)	554-8153	NCO PME Center (1142)	556-7592	V	
Commander's Action Line	556-7777	O		VAQ Reservations (1042)	597-2010/556-7851
Command Post	556-4555	Off-base Housing (1042)	556-4777	Visitors Center (981)	556-6406/7
Commissary (1435)	556-7770	Optical Shop Main Exchange (1425)	574-5252	Visitors Center (CMAFS)(307)	474-2316
Arts and Crafts Center (640)	556-1760	Outbound Counseling Appt (350)	556-4196	W	
Contracting (350)	556-7597	Outdoor Adventure/Recreation (675)	556-7753	Watch Repair Main Exchange (1425).....	597-1125
Credit Union	574-1100	P		Weather Forecaster (CMAFS)	474-3384
CRIME STOP (HELP) (1376)	556-4357	Q		Weather Observer (122).....	556-4337
D		R		Y	
Dental Clinic Appts	556-1333	S		Youth Center (1555)	556-7220
Dining Hall		T			
Aragon (1160)	556-4180	U			
Aragon Menu Recording	556-4782	V			